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# FIRST OFFENDERS FACILITY

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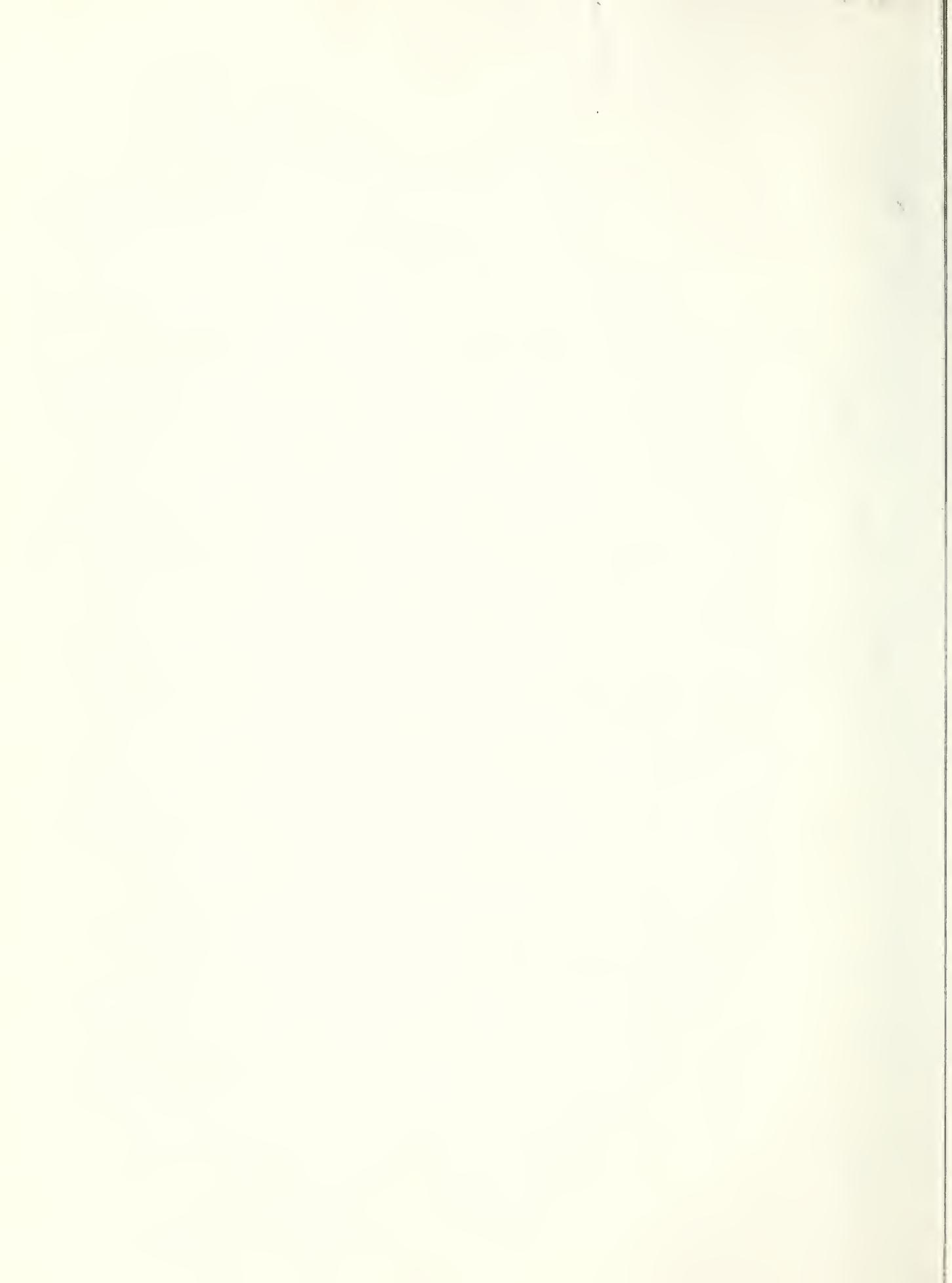
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## Program for the Design of a

# FIRST OFFENDERS CORRECTIONAL FACILITY

MONTANA STATE PRISON

AND A MASTER PLAN FOR CONSTRUCTION  
OF FUTURE PRISON FACILITIES AT THE MONTANA PRISON RANCH

H O I L A N D Z U C C O N I A R C H I T E C T S  
Montana A/E 67 - 12 - 01 August 1968

F I R S T   O F F E N D E R S   C O R R E C T I O N A L   F A C I L I T Y  
M O N T A N A   S T A T E   P R I S O N

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MONTANA STATE PRISON  
Deer Lodge, Montana

E.C. ELLSWORTH, JR., Warden  
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HOILAND • ZUCCONI ARCHITECTS

FIRST OFFENDERS FACILITY

MONTANA STATE PRISON

The facility outlined in the following program is planned for separation of prisoners under 21 years from the other convicts in Montana State Prison.

It is the intent of the Board of Institutions to expand the present law to include segregation of first offenders and those recidivists most likely to respond to rehabilitation.

This program is called a facility for first offenders as a statement of intent, but will serve as a separate facility for juvenile convicts until the law can be revised to include other tractable convicts in accordance with good current correctional practices.

"The very denial of human dignity inside a prison arouses evil and base instincts in the average convict instead of creating the necessary desire for a social existence." Krishna Nehru



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CHRONOLOGICAL LIST OF MONTANA STATE PRISON ADMINISTRATORS - 1873 to 1968

Dr. A. H. Mitchell      Superintendant and Surgeon      1869 - 1873

James Gilchrist      Warden      1873 - 1878

Warden Gilchrist was fortunate in having three of the most distinguished Board Members to be found in early Montana history: Conrad Kohrs, Granville Stuart, and John Kinna.

Colonel W. W. Botkin      Warden      1878 - 1883

Frank Conley      Warden      1883 - 1921

Warden Conley succeeded Colonel Botkin before Montana became a state, and operated the prison as a profitable private venture.

M. W. Potter      Warden      1921 - 1924

J. W. Cole      Warden      1924 - 1925

A. B. Middleton      Warden      1925 - 1937

T. R. Bergstrom      Warden      1937 - 1941

Dudley Jones      Warden      1941 - 1942

John E. Henry      Warden      1942 - 1949

Lou Boedecker      Warden      1949 - 1953

F. O. Burrell      Warden      1953 - 1958

William Benson      Warden      1958

Floyd E. Powell      Warden      1958 - 1962

E. C. Ellsworth, Jr.      Warden      1962 to present



Representatives of the State have also been helpful, and the statistics and program contained herein could not have been completed without the assistance of Director Ed Kellner and Mr. Dell from the Department of Institutions, and the help of Philip Hauck, Director of the Department of Architecture and Engineering.

Published standards have been thoroughly reviewed and freely adopted where applicable to the needs of this program. Reference volumes most helpful in our research and programming were:

RECENT PRISON CONSTRUCTION 1950 - 1960  
U. S. Bureau of Prisons, 1960

MANUAL of CORRECTIONS STANDARDS  
American Correctional Association, 1966

PROGRAM and DESIGN DRAWINGS  
WISCONSIN CORRECTIONAL INSTITUTION, Fox Lake, Wisconsin  
by Curtis & Davis, 1959

PERIODICAL ARTICLES in  
AIA JOURNAL  
ARCHITECTURAL RECORD  
AMERICAN JOURNAL of CORRECTION, and,  
FEDERAL PROBATION.

And, specifically, the EVALUATION REPORT on MONTANA STATE PRISON, prepared in 1957 by R. L. Wham, and THE MONTANA STATE PRISON-A PRELIMINARY ANALYSIS 1967, prepared by Robert E. Ashpole, have provided pertinent and timely information on conditions and facilities at the prison, and have served as a guide to the future needs of Montana State Prison.

This program, master plan and design studies are prepared for use by the Department of Institutions, and by the State Legislature, in planning appropriations and facilities to reasonably fill the needs of the prison.



## I. SPECIFICS: FIRST OFFENDERS FACILITY, MONTANA STATE PRISON

The State Department of Institutions, in 1966, requested funds to plan Phase I of an Inmate Housing unit to be built near Rothe Hall on the Prison Ranch.

This request became a part of a 1967-1977 Long Range Building Program for the State of Montana, and the 1967 Legislature appropriated pre-planning funds to establish specific requirements and construction costs for the project.

Recent decisions by Montana judges demand that the state comply with existing laws on segregation of prisoners under 21 years old. Separation of first offenders is also a good correctional practice and with some changes in the statutes, it is planned to house both juveniles and first offenders in this facility. None of the present prison facilities at Deer Lodge allow for total separation of prisoners. Physical separation and design of a completely segregated prison has, therefore, become a part of this program.

On the first day of February, 1968, a contract was executed by the State Board of Examiners with Hoiland • Zucconi Architects to plan an Inmate Housing unit, now known as the First Offenders Correctional Facility.



## II. A STATEMENT OF NEEDS

Since February, 1968, existing facilities at the prison have been studied by the architect and their conditions evaluated.

Meetings have been held between officials of the State Department of Institutions, the Prison, the State Department of Architecture & Engineering, and the Architect.

A list of needs was prepared as a guide to the preparation of a design program.

### STATEMENT OF NEEDS

#### Building A: CELL BLOCK

- Housing for 100 prisoners
- Control cage
- Dining facilities with serving kitchens
- Cards, crafts, TV, music and hobby rooms

#### Building B: RECREATION CENTER

- Gymnasium
- Workout rooms
- Lockers and minimum dressing areas
- Control so facilities can be used by all inmates

#### Building C: ACADEMIC & VOCATIONAL EDUCATION CENTER

- Classrooms
- Trades and VoTech Shops
- Small workshops
- Control so facilities can be used by all inmates

#### Building D: ADMINISTRATION - Visitor Center at fence line

- Provide HEATING PLANT for new buildings and consider first phase of Central Heating Plant

- Expand the KITCHEN in Rothe Hall to service Building A

- Locate area for existing industries and provide space for future prison industries.



### III. PROGRAMMING

With the Needs of a First Offenders Correctional Facility clearly defined, the programming phase began with a list of guidelines:

- (1) Count people, present and future
- (2) Study use and departmental relationships
- (3) Evaluate equipment, present and future
- (4) Evaluate needs, present and future
- (5) Assign security levels to functions
- (6) Study traffic patterns and relate to visual controls
- (7) Site considerations and problems
- (8) Special local problems - climate, labor, costs, and staff,

and the program began to develop.

Programming research collected the ideas of the nations' leading penal and correctional theorists, with contributions from law enforcement officials who were actually operating jails, reformatories, and prisons.

The ideas and theories and methods of these people have been evaluated on the basis of their application to Montana problems, and the applicable subjects have become a part of this program.

In a modern correctional institution, there are four groups of prisoners: New, Intractable (not wanting treatment), Tractable (wanting and capable of treatment), and Defective (limited or incapable of treatment). These four groups are often housed in different buildings, sometimes in different institutions, as their housing needs are not the same.

Since each of the four groups will contain among them maximum, medium and minimum risks, provisions for all three types of risks must be made in each institution.

Security is the basic need in all prisons, but the degree of security varies with the prisoner groups. New prisoners are an unknown factor and should all be placed in a maximum security facility, until they can be tested and classified. A simple, secure, custodial type facility is required for Intractables. A normal type of prison with treatment, training and recreational facilities should be provided for Tractable convicts, and a specialized facility is required for Defectives.

In any first offenders and juvenile facility, reformation of the individual must certainly be a reasonable goal. Between fifteen and twenty per cent of all convicts are non-reformable, but the percentage is small among first offenders.

Roman law in the Digest of Justinian states, ". . . imprisonment should be for reformation rather than punishment of the convicted individual."

There are two types of reformatory structures - one a secure institution for the serious criminals, and the other a more open and flexible institution for the less risky types. The State of Montana has institutions in Miles City and at the Swan River Camp to house the tractable, no-problem youth. A proposed facility for first offenders at Deer Lodge, therefore, should be planned as a close-security prison,

with provisions for training and treatment, to prepare them for parole, or for a type of custody which costs the state less money. Treatment of educational and vocational deficiencies must be a basic aim in the rehabilitation of young or first-term convicts. Many of the reasons for their conviction can be traced directly to a lack of preparation for productive life . . . an inability to provide for their basic needs by lawful means.

"The most promising correctional efforts possible for prison inmates is an adequate housing, care and treatment program which always recognizes that prisoners are human beings." Roy Casey



#### IV. HISTORY

The territory of Montana, created in 1864, had no prison during the Civil War and gold rush days. Federal prisoners, convicted of violating the laws of Congress, were being sent under contract to the Nebraska State Penitentiary; those convicted of violating territorial laws were in county jails, mostly in Madison County. A rudimentary federal prison existed for a short time in Virginia City, but it was not adequate for the demands of the territory.

A properly equipped penitentiary was demanded by Territorial Governor James M. Ashley, and on January 22, 1867, Congress appropriated money from the internal revenues to erect a Territorial Prison in Montana.

Dr. A.H. Mitchell, a pioneer physician and surgeon in the Deer Lodge Valley, was appointed in 1869 by President Grant to construct the Territorial Prison. After the prison was completed, Dr. Mitchell stayed on as the first prison surgeon.

Deer Lodge was selected as the penitentiary site, and the cornerstone was laid on June 2, 1870, by Territorial Governor Benjamin F. Potts. (The Deer Lodge Valley citizens had a choice of the prison or a college. Their choice of a prison was undoubtedly made with an eye toward creating employment opportunities, for these same citizens proved their interest in educational matters by founding Trask Hall in 1878, better known as Montana Collegiate Institute, the first college in the Territory.) The 14-cell building was ready for occupancy a year later. Total cost was \$39,300.00.

The prison at Deer Lodge and erection of another prison at Billings were started at the same time, but the Billings project was abandoned before completed. The unfinished portion of that proposed prison at Billings still stands as a monument to human errors.

The first prisoner was Samuel E. Hughes, received at the prison on July 2, 1871. Hughes was sentenced to a one-year term for assault with intent to kill. He was pardoned by Governor Potts on July 25, 1871. From day of commitment to day of release, Hughes served a total of 23 days. ("Brevity, thy name is Pardon." Convict 20-699)

The penitentiary was built under authority of the federal government, for the Territory. In 1874, by order of the United States Attorney General, the penitentiary was transferred to ownership and control by the United States authorities. According to the *HISTORY OF MONTANA* (1885), a legislative report, 'Laws of 1873-76' says:

"The session of the Legislature called April 14, 1873, by Governor Benjamin F. Potts, considered the Congressional Act of January 24, 1873, which transferred care and custody of the United States Penitentiary at Deer Lodge to Montana, retaining the legal title to the buildings and ground."

A contract to confine persons convicted of territorial violations, at the rate of one dollar per day, was made on behalf of the Territory with the Attorney General.

The Warden's duties included auditing and managing the accounts of the United States under this contract, and he served for a salary of forty dollars a month. The large stone building stood on a four-acre plot surrounded by a sixteen foot high fence.

The new State of Montana took over operation of the prison in 1889, and has built and operated the facilities at Deer Lodge since that time.

Prisoner number 6235 served the longest term in Montana State Prison, more than 50 years, before his death there in 1967.

The system of numbering prisoners began in 1894. More than 21,000 new convicts have been processed since that time. ("The perishable commodity known as man is a big business." Convict 20-699)

Since it became a Territorial Prison in 1873, the prison at Deer Lodge has generally been a leader in rehabilitation methods. But while Frank Conley was Warden (1883-1921), the word rehabilitation was non-existent.

Conley became Warden of the Territorial Prison, following Colonel Botkin, before Montana became a state. According to the contracted agreement with the United States, a consideration of 78 cents a day was paid by the Territory for feeding, clothing and providing medical treatment for each prisoner. Warden Conley fed, clothed and treated the convicts' ailments while operating the institution as his own estate manned by convicted serfs.

With Deputy Warden Archie McTague, Warden Conley operated the prison as a private venture until 1889. During those six years, they developed a system of using prison labor that they continued until 1921. Conley hired out his convict labor for public and private work - using whip, chains and dogs on the men as he thought necessary - and retained the income for his own use.

The prisoners built roads, state buildings at Warm Springs and Galen, and walls and buildings at the prison. A prison theater, donated in 1919 by Senator William A. Clark, Jr., was constructed entirely by prison labor. Convicts were kept busy from dawn until dark, and Warden Conley became a very rich man.

History also states that Frank Conley believed that at least half of the prisoners were insane. During his administration many prisoners were transferred permanently to Warm Springs; rehabilitation programs were not available to any. In the years after 1921, Montana State Prison returned to normal, and again became a leader in convict rehabilitation.

In 1953, the 30,000-acre Deer Lodge Farms were purchased by the State to become a part of the prison facilities. Governor Hugo Aronson signed the papers for this major expansion.

Construction at the Prison Ranch has progressed steadily since purchase of the land. An abattoir was built in 1953. First unit of the 200-man Rothe Hall was begun in 1958, and completed in 1963. A Tag Plant was built in 1965, and a new dairy, to serve all institutions in the valley, was begun in 1965, and was completed in 1968. A Medical Research Center operated jointly with the University of Montana was completed in 1968. Several farm and maintenance buildings, utilities, service lines, roads and fences have all been built on the ranch property since 1953.

Land and services for all future needs of Montana State Prison are available at the Prison Ranch, the site selected for the First Offenders Correctional Facility.





## V. PLANNING INFLUENCES - SITE

The prison ranch is located on the mountain foothill slope, in the broad Clark Fork River valley near Tincup Joe Creek, one of the tributaries. The ranch is about 3 miles west of the Montana State Prison in Deer Lodge.

Mount Powell and the Flint Creek mountain range rise west of the site.

Total area of the prison ranch is 30,000 acres, but, for maximum function and economical administration, buildings requiring security should be built within a 50-acre area adjacent to Rothe Hall.

The building site is served by water lines from a private 70,000 gallon reservoir plus a joint-use 12" water main shared with Deer Lodge. A high pressure natural gas main, and a 12,000 volt three phase power line serve the site. The entire complex discharges sewage and wastes into a 5-acre sewage lagoon.

Hard surfaced roads connect the various work centers on the ranch, and connect the ranch with Deer Lodge and with the Conley Lake reservoir. Traffic from the Montana State Prison and Deer Lodge will approach the site from the Northeast, as do the utilities.

The site has a gradual but definite slope down to the east. A test pit dug at the new dairy location - about  $\frac{1}{2}$  mile from the proposed building site - showed the following:

The soils are outwash materials from mountain glacial deposits - predominately sandy gravels with some silty clay fines. They are medium compact, with some boulders to 36 inch size. There will be discontinuous lenses of fine grained material throughout a deposit such as this, and a portion of one of these was exposed in the north face of the pit, at a depth of 8 to 9 feet. This clayey silt is quite impermeable, and has some expansive characteristics, so that footings should not be set in this material, but the predominant gravel stratum will provide a good building base and an allowable soil bearing capacity of 5000 pounds per square foot may be used in design calculations.

Building on the proposed prison ranch site, therefore, should present no serious problems. The site is fairly level, accessible, on good stable soil, and supplied with all the necessary utilities.

## VI. EVALUATION OF PRISON POPULATION

The population of any prison varies with the economic ups and downs of the state, with war and insurrection and revolts, with severe weather changes, with ethnic pressures, and, as is obvious in recent years, with new laws and new interpretations of existing laws.

Montana State Prison had 14 cells when it was opened in 1871. Within five years, there were 28 cells and 80 prisoners.

Serious unemployment and money shortages in the early years of the Great Depression spawned crimes of violence and despair, and the prison population at Deer Lodge rose to 721 in 1932. During World War II, the population dropped, but increased steadily after the war to reach 760 prisoners in 1964.

Decisions by the courts have made convictions more difficult to obtain and those convicted are receiving relatively short sentences. These two factors combine to dramatically reduce the prison population, which dropped below 550 in 1967.

Present trends indicate that the total prison population in Montana will level off soon at about 600, and increases in crime and state population will balance decreases caused by social progress and by other facilities.

Normally, up to 40% of the prisoners can be trustees. The rest, 60%, will always require cells.

Rothe Hall, on the prison ranch, will comfortably house 160 trustees.

Maximum Security facilities in early 1968 held 8 men, and 10 men were held in secure isolation facilities.

First offenders in 1968 were 47% of all prisoners, or 258 men of all ages in this category.

Many prisoners have educational deficiencies, and most of them lack a profitable skill or trade. Facilities for both academic and vocational education are therefore a significant part of this program.

The women's prison in Deer Lodge is a completely separate, walled and segregated facility.

STATISTICAL REPORT ON INMATE COMPOSITION  
from  
"The Montana State Prison - A Preliminary Analysis 1967"  
prepared by Robert E. Ashpole, University of Utah, with  
current statistics from prison records.

<u>RECEIPTS</u>	(1963)	(1964)	(1965)	(1966)	(1967)
Received regular	432	371	324	284	236
Received a new number	6	3	3	4	2
Violated Suspended Sentence	7	15	20	22	24
Returned Parole Violators	105	103	78	81	80
Returned from Galen	8	5	5	3	1
Returned from Warm Springs	26	11	14	13	3
Returned Probation Violators	2	3	6	3	2
Returned by Court Order	0	2	1	2	0
Returned from Escape	3	7	4	3	4
<b>TOTAL RECEIVED</b>	<b>589</b>	<b>520</b>	<b>455</b>	<b>415</b>	<b>357</b>

<u>RELEASES</u>	(1963)	(1964)	(1965)	(1966)	(1967)
Parole Regular	262	243	301	239	177
Parole in Custody	19	23	32	21	28
Discharge Regular	172	167	199	149	132
Discharge in Custody	11	4	4	3	2
Discharge & Remains	4	3	3	4	2
Discharge by Court Order	7	3	8	2	5
Discharge-Balance Suspended	26	22	34	18	18
Transfer to Warm Springs	29	11	16	11	10
Transfer to Galen	9	10	7	2	1
Escaped	3	6	4	2	7
Deceased	6	1	3	2	2
 TOTAL RELEASED	 548	 493	 611	 453	 384
 TOTAL NUMBER RECEIVED	 589	 520	 455	 415	 357
 TOTAL NUMBER RELEASED	 548	 493	 611	 453	 384
 TOTAL NUMBER PROCESSED	 1137	 1013	 1066	 868	 741
 COUNT AT START	 674	 715	 742	 586	 548
 COUNT AT END	 715	 742	 586	 548	 521
 AVERAGE DAILY COUNT	 675	 720	 669	 558	 529
 FEMALE COMMITMENTS	 20	 12	 12	 9	 13
 NUMBER RELEASED	 9	 14	 22	 9	 13

#### PAROLE VIOLATORS

NUMBER PAROLED	281	266	333	260	205
NUMBER VIOLATED	105	103	78	81	80
PERCENTAGE RETURNED AS P.V.	38%	39%	23%	31%	39%

CRIMES COMMITTED BY THOSE RECEIVED

	(1963)	(1964)	(1965)	(1966)	(1967)
Forgery & Other Check Charges	37%	34%	35%	31%	(97) 33%
Burglary	27%	29%	29%	29%	(90) 24%
Grand Larceny	12%	14%	14%	13%	(13) 15%
Using Auto W/O Consent	5%	5%	5%	5%	(12) 2%
Assault	5%	4%	5%	5%	(15) 5%
Robbery	3%	3%	3%	5%	(15) 5%
Manslaughter					(10) 4%
Rape					( 6) 2%
Lewd & Lascivious Act on Child					( 7)
Non-Support of Minor Children					( 4)
Murder					( 3)
Malicious Destruction of Property					( 3)
Injuring a Public Jail					( 3)
Receiving Stolen Property					( 2)
Extortion					( 1)

AVERAGE TERM RECEIVED

1963	3 years, 6 months, 15 days
1964	3 years, 3 months, 24 days
1965	2 years, 0 months, 21 days
1966	4 years, 0 months, 8 days
1967	3 years, 7 months, 11 days

<u>MONTANA RESIDENTS</u>	(1963)	(1964)	(1965)	(1966)	(1967)
	75%	76%	88%	76%	75%

THOSE WITH NO PRIOR COMMITMENTS

48% 52% 52% 55½% 54%

AVERAGE AGE OF THOSE RECEIVED

32 31 31 29 30

COUNTY OF COMMITMENT

	(1964)	(1965)	(1966)	(1967)
Yellowstone	53	41	35	41
Cascade	29	39	24	21
Missoula	8	20	12	9
Park	13	19	10	6
Valley	24	18	12	6
Custer	11	17	10	11
Hill	26	15	23	14
Rosebud	15	15	11	2
Flathead	17	13	13	18
Sheridan	2	12	4	1
Lewis & Clark	7	11	19	13
Big Horn	12	9	6	0
Powell	1	9	3	4
Glacier	8	8	4	2
Lincoln	8	7	4	4
Beaverhead	12	7	8	4
Wheatland	8	6	4	1
Fergus	9	5	6	7
Gallatin	6	5	6	3
Phillips	1	5	3	1
Roosevelt	5	5	1	3
Dawson	7	4	4	8
Fallon	7	4	2	4
Musselshell	4	4	2	2
Teton	2	4	2	3
Lake	2	4	8	11
Chouteau	1	3	3	1
Madison	2	3	1	0
Ravalli	6	3	4	4
Silver Bow	20	3	10	11
Stillwater	1	3	1	0
Richland	9	3	7	7
Blaine	0	2	7	8
Broadwater	4	2	2	1
Carter	4	2	0	0
Pondera	4	2	3	6
Sanders	1	2	1	1
Wibaux	0	2	0	0
Carbon	6	1	2	2
Daniels	3	1	1	0
Deer Lodge	7	1	7	6
Garfield	0	1	1	2
Golden Valley	0	1	0	1
Judith Basin	1	1	0	0
Liberty	1	1	2	0
McCone	0	1	0	0
Meagher	2	1	2	1
Toole	7	1	5	6

	(1964)	(1965)	(1966)	(1967)
Prairie	2	1	2	2
Granite	1	0	2	1
Sweet Grass	4	0	2	0
Powder River	0	0	2	0
Treasure	0	0	1	0
Jefferson	4	0	4	1
Mineral	1	0	2	2
Petroleum	1	0	0	0

## PROFILE OF MONTANA STATE PRISON

on 15 July 1968

Total number of Inmates:	<u>480</u>	
Age Groups:	Under 20	4 1%
	20 - 24	100 20%
	25 - 29	74 15%
	30 - 34	84 18%
	35 - 39	65 14%
	40 plus	153 32%
Offenses:	Property	298 62%
	Robbery; involving person	37 8%
	Assault; bodily harm	37 8%
	Sex, including rape	54 11%
	Narcotics	4 1%
	Juvenile Delinquency	0 --
	Murder	34 7%
	Others	16 3%
Education:	Average completed education	9.7 years
	Average grade placement by test	7.7 years
	Average IQ	94.8

Education (con't)

Educational levels attained -

None or less than a year	0
1 thru 6 years (Elementary)	45
7 thru 9 years (Jr. High)	227
10 thru 12 years (High School)	188
Over 12 years	16
College degree	1
Not reported	3

Criminal History: previous institutionalization -

Pine Hills School for Boys	48	10%
Other Penal Institutions	221	46%
Warm Springs Mental Hospital	80	17%
Other Mental Hospital	10	2%

Broken Homes: Death

Divorced

Separated

Ethnic Background: Caucasian	340	71%
Indian	79	16%
Negro	7	2%
Spanish American	3	1%
Oriental	0	--
Other & Mixed	51	10%

Birthplace: Montana	218	45%
Other States	260	55%
Foreign	1	--

**Military Service:**

Inmates with any active duty service	218	45%
Army	101	
Navy	64	
Marines	20	
Air Force	33	

**Types of discharges:**

Honorable	96
General	13
Medical	17
Undesireable	44
Bad Conduct	26
Dishonorable	22
Not yet discharged	0

**Marital Status:**

Single	229	48%
Married	74	15%
Divorced	91	
Separated	60	
Widower	6	
Common Law	20	4%

Inmates average 3 children

Religion:	Roman Catholic	188	39%
	Protestant	247	52%
	Mormon	3	1%
	Orthodox Jew	1	--
	Black Muslim	0	--
	Other	15	3%
	None	26	5%

Known Narcotics Users:

Marijuana	5
Drugs	1

Venereal Diseases: 10

Averages - Height 5' 9"  
- Weight 160 pounds

Commitments:

Average misconduct reports	200 yearly
Average job changes	10 daily

Housing - 15 July 68:

Cell house, in cells	216
Maximum security	4
Isolation	8
Disciplinary	4
Dormitory	51

Housing (con't)

Hospital	10
Rothe Hall	159
Cow Camps	13
Ranch 2	11
Warden's House	3
Slaughter House	<u>1</u>
TOTAL	480

Job Assignments ~ 15 July 68:

Maintenance	42
Industries	121
Ranch	17
School	55
Unassigned	3
Other	308



## VII. DEPARTMENT ORGANIZATION & FUNCTIONS

### A. WARDEN

The Warden, as the chief executive of the institution, will be responsible to the Director of the Department of Institutions, and under the Director's general direction will organize and direct all activities in connection with the operation and maintenance of the institution. In final analysis he will be responsible for the safekeeping, health, discipline, education, and the rehabilitation of those committed to his care. In addition he will be charged with the care and maintenance of the buildings, equipment, grounds, and the operation of all facilities of the institution.

Responsible to and reporting directly to the warden will be a deputy warden in charge of custody, a deputy warden in charge of treatment, and a business manager. Developed below in summary form are the responsibilities of each of these individuals as well as other key institutional personnel.

### B. BUSINESS MANAGER

The business manager will direct all business activities of the institution and will be responsible for all accounting and fiscal routines, stores, and inventories. Responsible to him will be a number of bookkeepers and account examiners who will perform routine office operations, and the storekeeper who will receive, store, issue, and maintain records of all supplies. The typing pool will be under the general supervision of the business manager.

### C. THE ASSOCIATE WARDEN IN CHARGE OF CUSTODY

An associate warden will be responsible for the security and the discipline of the institution, and in the absence of the warden, will act for him. Reporting directly to the associate warden will be the deputies in charge of custodial personnel for each shift. Because the deputy warden's office will be responsible for a degree of record-keeping, a stenographer-clerk will also be assigned to this office.

The custodial force in the institution will play a unique role in the total program. The officers will in effect, be the treatment team in the institution as well as the men responsible for the custody of the inmates and the security of the prison.

It is, of course, impossible to treat an individual if he has escaped from an institution, and this, coupled with the legal responsibility for confinement, results in custody being the first consideration. However, the officers will also have the responsibility through their association with the inmates to imbue them with new ideas, to inculcate new attitudes, to encourage and stimulate learning and training, and to help establish new personal goals. Thus it is hoped that through the efforts of the custodial staff those confined will find their incarceration a meaningful experience in terms of better conditioning them to a successful adjustment in their home communities upon release.

Directly responsible to the associate warden will be the deputies who in turn will have the custodial staff under their immediate supervision. The deputies, of course, if the program is to be successful, must have a proper appreciation for treatment as well as custody and maintain an effective balance between both factors. Theirs will be the task of transmitting and interpreting to the custodial force the directives of the administration as well as encouraging growth and development in their field.

#### D. GUARDS

##### 1. Type

As indicated throughout this program, the officer envisioned for this institution will be more than a "keeper". He will, in effect, be both custodial and treatment man. Because of this dual role, only those individuals with high personal and educational qualifications will be selected for employment and a continuous in-service training program will broaden their knowledge of their job and make them more effective in the total treatment program.

##### 2. Number

It is not possible at this time to estimate the number of officers required to staff this institution because the number of stations have not yet been determined. In addition, because this institution will be unique among institutions in our system, existing ratios probably will not prevail.

### 3. Organization

As discussed under administrative organization, the Associate Warden in Charge of Custody will head the officer employees. Responsible to him will be deputies who will give full coverage to the institution on a 24 hour per day, seven days a week basis. They in turn will have direct responsibility for the supervision of all officers employed on the particular shift assigned to them.

### 4. Housing

Housing for officers, if provided, will be extremely limited. It is preferred to have employees, except for certain key personnel, to live away from the institution.

### 5. Duties

The new concept of the role of the custodial officer in this institution has been developed in various previous sections of this program. Further expostulation of their role at this time would merely be redundant and therefore is omitted.

## E. THE ASSOCIATE WARDEN IN CHARGE OF TREATMENT AND TRAINING

The associate warden in charge of treatment and training will be responsible for the total treatment and training program in the institution. He will supervise the activities of the social service department, the chaplains, the education, industry, and vocational training unit, and the maintenance department in those matters which relate to training. In addition, his will be the job of coordinating all activities within the institution.

#### F. THE SOCIAL WORK SUPERVISOR

The social service department, the function of which was outlined in the introduction to this program, will be headed by a social work supervisor. Responsible to him will be social workers, men assigned to the mail department, and the record clerk responsible for records and identification.

#### G. MAINTENANCE SUPERINTENDENT

A maintenance department will be responsible for the electrical shop, the paint shop, the plumbing shop, the carpenter shop, the truck drivers, and ground maintenance. The entire maintenance department will be integrated with the education, industry, and vocational training unit so that they will effectively complement one another.

#### H. PLANT ENGINEER

Heat and power for the entire institution will be supplied from the central heating plant. A plant engineer will administer this plant and will be responsible for the utility needs of each building.

#### I. THE DIRECTOR OF EDUCATION, INDUSTRY, AND VOCATIONAL TRAINING

The director of education, industry, and vocational training will be responsible for the total correlated academic and trade training progress as well as for the management of the industry of the institution. With this unification a proper balance will hopefully be achieved among all these important units which so directly

and vitally affect an inmate's life and rehabilitation. Reporting to the director will be the supervisors of the academic school, the vocational school, the industries foremen, and those charged with responsibility for the recreational program. In addition, the director will work closely with the maintenance superintendent so that duplication of training facilities will be avoided and so that maintenance work will be handled on a vocational basis.

#### J. CHAPLAINS

##### 1. Number

The institution will be staffed with two full-time chaplains.

##### 2. Denominations

A Protestant Chaplain will minister to the needs of all those individuals who call themselves Protestants; The Catholic Chaplain, those who call themselves Catholic. No facilities will be provided for Jewish services for the number of persons of this faith found in Montana institutions is negligible.

##### 3. Duties

The Chaplains will discharge their religious offices in accordance with both the tenets of their church and the basic policies of the institutions. They will have as their primary responsibility, ministering to the religious needs of those they serve. In doing this they will be responsible for integrating all religious activities into the total institutional program. In addition, they will do individual counselling

and will work with those responsible for the total treatment program. In final analysis they will relate their religious work with the work of other specialists within the institution and will function within the administrative framework of the institution.

#### 4. Scheduled Church Services and Approximate Attendance

Chapel services in all probability will be conducted by both Chaplains on Sunday mornings. As church attendance is non-compulsory, the maximum number attending any one service would not approximate the institutional population of either the Catholic or Protestant groups. However, so that church attendance is not discouraged by crowded facilities, the chapel planned should accommodate 40% of the institution's population.

#### 5. Residence

Chaplains will not live at the institution but will be employed under regular civil service status. This means they will be at the institution approximately 40 hours each week, but their schedules should be flexible and dependent upon evaluation of the hours they can best serve those confined.

### K. COMMUNICATIONS

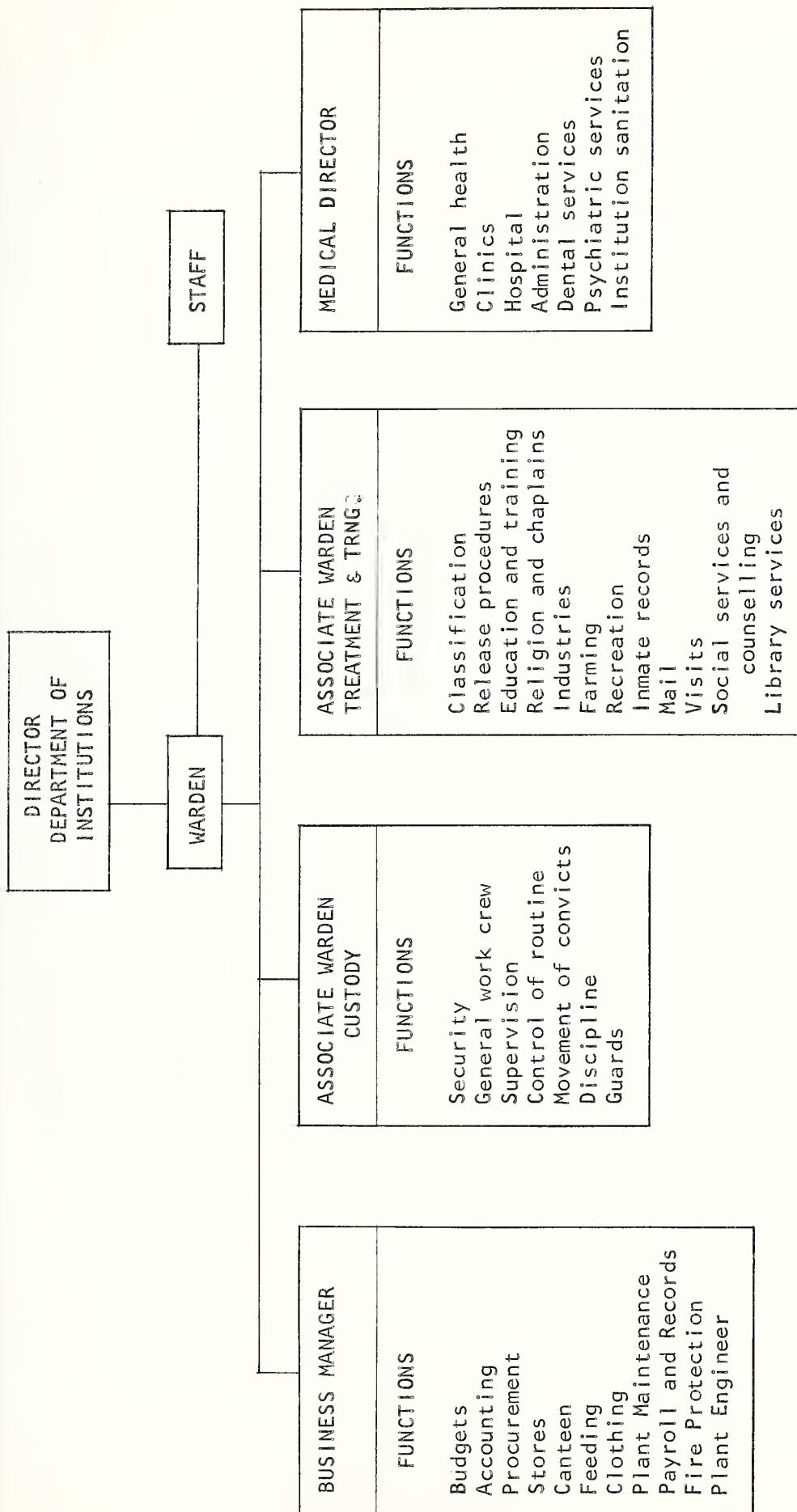
Because of the vital importance of communications to an institution, the entire system must be planned to function efficiently with a minimum number of inmates being concerned with its operation and

maintenance. Basically the needs of the institution are as follows:

- The warden should be able to contact by telephone every department head and every facility within the institution.
- Every work station and housing unit within the institution should be in immediate contact with the deputies office and with every other station or unit within the institution.

To accomplish these objectives, an internal dial telephone system would seem to be an essential component of the total system.

In addition, the warden, deputy warden, and department heads should be able to place outside calls for the ordinary conduct of business, but none of the other stations from within the institution should be able to place outside telephone calls without prior clearance from the deputies office. In addition, it would be considered desirable to provide an internal monitoring system with speakers located in each of the housing units. The central control for this system would be located in the deputies office. By day, announcements of general importance could be made in each of the housing units; by night, with all switches open, a certain sound level would be established. Then, if trouble developed, a rise in the sound level would be detected, the source isolated, and immediate and appropriate action taken.



FIRST OFFENDERS CORRECTIONAL FACILITY

Montana State Prison

ARCHITECTS

HOLLAND

ZUCCHONI



## VIII. EDUCATIONAL FACILITIES

'As stated in an earlier section of this program, the treatment of educational and vocational deficiencies must be a basic aim in the rehabilitation of first offenders. Many reasons for their conviction can be traced directly to a lack of preparation for productive life . . . an inability to provide for their basic needs by lawful means.

A facility for first offenders should therefore provide a complete academic school, with emphasis on basic reading, writing, and arithmetic, plus vocational education shops to teach each convict profitable - and legal - occupational skills.

The present prison school is an accredited secondary school with a full curriculum. As is common in a high school of this size, foreign languages are minimized - and science labs are only unequipped classrooms - but vocational training compares with that furnished in most small schools.

Once students are proficient in the basic academic skills, each should be encouraged to learn a trade. This program could provide an activity to keep youth occupied but could also train craftsmen to satisfy the needs of our business community. Auto mechanics, especially motor repair specialists, are badly needed in Montana today (1968), and no relief for this shortage is in sight.

Public facilities have a constant call for good cooks and bakers.

The apprenticeship councils for building trades will cooperate with any good program for training journeyman construction workers - carpenters, plumbers, masons, electricians, concrete finishers, painters, etc.

People skilled in typing, shorthand and bookkeeping are much in demand for white collar office jobs, as are salesmen with fundamental business training.

Draftsmen, both architectural and mechanical, are needed throughout the country, and can be completely trained in prison with a minimum of equipment.

Schooling in printing and typesetting and engraving, and the more sophisticated skills used in modern printing, could provide needed journeymen ready for employment.

Large and small industries have specific demands for workmen trained in particular skills, and the needs of the space age require mechanical and electronic proficiencies of all kinds.

The capabilities of a prison school can be easily expanded into a vocational - technical school capable of training workers for all the basic industries in Montana. Fewer farm workers are needed on modern farms and ranches; the prison ranch, becoming more modernized and more efficient, is training fewer, but better prepared farm workers.

The technical training facilities of the prison school should keep up with the technological changes of our society, to encourage acculturation of the convicts, to train them in productive skills needed by industry and to return them to a tax-paying position at the lowest cost in dollars

and lost time.

Facilities for academic and vocational education are a vital part of complete convict rehabilitation, and are therefore included as a part of this program.



## IX. PRISON INDUSTRIES

At the present time, prison industries are divided between the old institution in Deer Lodge and facilities on the prison ranch.

Existing industries include garment shop, shoe shop, furniture shop, sign-making, book-binding, mattress factory, soap making, laundry, dry cleaning, plumbing, electrical, carpentry, sawmill, print shop, block plant, slaughter house, license plate factory, vehicle maintenance and repair, feed mill, dairy, blacksmith shop, and farm/ranch operations.

Montana law clearly prohibits the sale of goods or merchandise on the open market, but the law also clearly provides that the penal and custodial institutions of the state shall purchase from the prison all articles produced at the prison required by these institutions, if available. A market is therefore already established for all prison-made articles.

The Prison Advisory Council of the State of Montana, in a recent study of the equipment, supplies, wares, goods and merchandise consumed at the various state institutions, determined that there are several areas possible where prison industries - existing or proposed - can serve state institutions.

(a) Food: The prison now supplies food to other state institutions on a limited basis. The dairy is being expanded and should soon supply dairy products for all adjacent institutions. The output of meat and vegetables, particularly beef, pork and potatoes can be increased at moderate cost.

Large quantity canning or freezing in institutional lots could be economical with some foods. Careful buying in carload lots could economically expand this program.

(b) Apparel: The Advisory Council survey shows that modernization and expansion of shoemaking and garment shops at the prison can be justified. Several thousand items of clothing are provided by the state to residents of institutions each year. Most of this clothing could be made at the prison.

(c) Services: Cleaning and laundry bills at the various institutions constitute a major annual expense. Expansion of dry cleaning and laundry facilities at the prison should be considered . . . complete cleaning and laundry services for Warm Springs and Galen only would provide major relief for the cash flow from these institutions.

It should be determined whether other institutions can utilize services of prison book-binding and printing plants.

(d) Furniture: The prison now operates a shop to repair prison furniture. They make a small amount of furniture for prison use. The manufacture and repair of furniture for state institutions appears to offer a big opportunity to prison industries and should be exploited.

Mattresses made in the prison may be useable at other institutions.

Chairs, tables, desks and beds, of either wood or metal, could probably be produced at the prison in sufficient quantity to supply most institutions' needs.

A study should be made to determine if the existing license plate equipment can be adapted - or other equipment installed - to fabricate metal furniture.

(e) Signs: Manufacturing of highway signs - now produced on a very small scale - can probably be expanded.

Signs of both metal and wood could be produced by prison industries, with the right equipment, and could perhaps supply signs for cities and counties in addition to state highway needs.

The State Constitution provides that the governor, secretary of state, and attorney general shall constitute a Board of State Prison Commissioners and Section 94-35-152.4, Revised Codes of Montana, states:

"The board of state prison commissioners is hereby authorized and directed to make such rules and regulations, governing the conducted industries in the penal or reformatory institutions of this state, as will-

- (1) Result in the manufacture, mining or production of only such goods, wares or merchandise as may be used or needed in the several penal, custodial, charitable or reformatory institutions, the major portion of whose maintenance is contributed by this state,
- (2) Result in the manufacture at such penal or reformatory institutions of as wide a variety of products as practicable, it being the purpose and intent of this provision to direct the management of said institutions, to so diversify the products of said institutions as to eliminate the concentration of prison labor in any one or few industries, and
- (3) Accomplish to the greatest degree the rehabilitation of the inmates."

The Prison Advisory Council, using the provisions of this law as a guide, recommended in their last report that:

- "a. State Board of Prison Commissioners should establish prices on products and services now available from prison industries to other institutions. Prison then should publish catalog of such products and services, for circulation to institutions and State Purchasing Department. Include specifications, pictures or drawings, availability, unit cost, etc.
- b. State Purchasing Department should be instructed to order from Prison Catalog whenever possible and permissible."

Development and expansion of existing prison industries, and expanding the number and types of prison industries to more fully supply the needs of state institutions, will comply with the intent of the law, and follow the Prison Advisory Council recommendations.

The program for an architectural solution to the needs of the prison, contained herein, must contain provisions for adequate existing and future prison industries. The facility proposed in this program is for tractable first offenders.

## X. OUTLINE OF ARCHITECTURAL SERVICES

Architectural services for this First Offender's Correctional Facility will be divided into eight phases:

- Research
- Programming
- Master Site Plan
- Schematic Design Studies
- Design Development Documents
- Contract Documents
- Bidding & Contracts
- Supervision & Contract Administration

Throughout the various stages of project development, meetings with the Prison Administration, and with the applicable state officials will be included, so the completed institution can satisfy the needs of the users and also provide the most modern, safe and maintenance-free institution possible.

### A. RESEARCH

Representatives of the Prison, the Architect, and the State Departments of Institutions and Architecture & Engineering have visited institutions throughout the country to see good new prisons, and to see how well they work.

Published work by authorities in the correctional field and by leading wardens and penologists, have been studied and their recommendations considered for application in Montana.

Prison plans, both historical and new, have been compared to determine the philosophy behind each design.

The existing operation and facilities at Montana State Prison have been studied for integration into the overall master plan and to determine future needs.

## B. PROGRAMMING

A complete written program for this project, of which this preliminary program and use study is a part, will be prepared after financing of the construction is approved. The program will consist of the following:

1. Design Philosophy
2. Planning Influences
3. Statement of Needs
4. Design Program - a list of proposed facilities and detailed area and use breakdown of each facility
5. Architectural Design Drawings
6. Engineering Design Drawings
7. Outline Specifications
8. Cost Analysis

## C. MASTER SITE PLAN

A preliminary site survey of the Prison Ranch, showing grades and utilities and existing buildings, has been furnished to the Architects by the Prison Administration.

A master plan will be developed showing the ultimate institution, locating all facilities, streets, fencing, athletic fields and landscaping.

An aerial perspective will be developed, showing the various buildings, existing and proposed, in block form, and establishing the general character of the institution.

## D. SCHEMATIC DESIGN STUDIES

In this phase, Drawings and other documents will be prepared to illustrate the scale and relationship of the project components.

A Forecast of Probable Construction Cost, based on current area, volume and other unit costs will be prepared.

The first of the Schematic Design Studies are bound herein and made a part of this program.

#### E. DESIGN DEVELOPMENT DOCUMENTS

From Schematic Studies, approved by the Owner, the design will be developed, and Preliminary Drawings and other documents prepared, to fix and describe the size and character of the entire Project, as to Structural, Mechanical and Electrical Systems, Materials, and other essentials of the program.

A detailed Forecast of Probable Cost will be a part of this phase, as will Perspective studies and Color Schedules.

#### F. CONSTRUCTION DOCUMENTS

Upon approval of the Design Documents, the Architect will prepare complete Working Drawings and Specifications of all items in the project, for use in bidding and construction.

At this time, the Construction Cost Forecast will be adjusted to reflect actual material prices and current market conditions.

#### G. BIDDING & CONTRACTS

When the Construction Documents are complete, a public invitation for Bids will be issued, bids will be obtained from qualified Contractors, and Contractor Contracts will be awarded.

## H. SUPERVISION & CONTRACT ADMINISTRATION

The Architect will provide Administration of the Construction Contract as set forth in the General Conditions of the Contract for Construction. As the representative of the Owner during the Construction Phase, he will advise and consult with the Owner, and all of the Owner's instructions to the Contractor shall be issued through the Architect.

The Architect will make periodic visits to the site to familiarize himself with the progress and quality of the Work and to determine if the Work is proceeding in accordance with the contract documents. On the basis of on-site observations, he will endeavor to guard the Owner against defects and deficiencies in the Work. Based on observations at the site, the Architect will determine the amounts owing to the Contractors and shall approve contractor's statements.

The Architect will interpret and clarify the Contract Documents as required for the Work, and will review and approve shop drawings, samples and other submissions of the Contractor for conformance with the design concept of the Project and for compliance with the Contract Documents.

The Architect will keep accounts of the project, issue change orders, issue certificates for payment to contractors, and shall report on Substantial Completion, Final Completion, and Guaranty Period inspections.

## XI. PHILOSOPHY FOR DESIGN

The underlying philosophy of penology has gradually substituted, as its basic tenets, the principles of correction and rehabilitation for the old ideas of punishment and retribution. Most existing prison buildings are outmoded by these or other valid standards. From the Institute of Correctional Administration guidelines, developed by Howard B. Gill, Director:

- a. Security must be assured in order that it may be assumed and kept in its proper place.
  - Security deals with three basic elements: escape, contraband, and disorder.
  - Divide and rule is a sound security principle.
- b. Prisoners are classified primarily into four groups - New, Intractable, Tractable and Defective.
- c. For Tractable prisoners, the first concern is problem-solving, before programs, and the second concern is the acculturation of such prisoners to the society to which they'll return.
  - Train each prisoner in basic academic skills.
  - Train each prisoner in a productive trade.
  - Treat individual problems to facilitate training.
- d. Correctional staffs should operate in five areas: (1) executive, (2) administrative, including fiscal and clerical, (3) professional, (4) security, and (5) treatment.
- e. Prison architecture must meet all of these needs and concepts.

The facility proposed in this program is for tractable first offenders. There are a variety of excellent examples of correctional institutions

for this more hopeful group of prisoners. None are specific answers to the Montana problem, but all of them have some outstanding common characteristics:

- The overall atmosphere (conveyed by program, staff and buildings) is one of normal living under normal conditions. Mutual trust, cooperation and willingness have replaced the old prison discipline.
- The small group principle is reflected in housing, dining, recreation and all important activities.
- Prisoners are expected to participate in the duties and responsibilities of running the prison, with the staff always in control.
- Security, while primary, is not the ultimate goal.
- Acculturation to normal, responsible living has taken over.
- The current emphasis on both acculturation and problem solving is shown in the architecture.
- Successful experiments have been conducted with prisoners "living in" and "working out". Some prisons are permitting conjugal visits.

Institutions built and operated with these characteristics, have promise of providing facilities for a penal philosophy which fits the last half of the 20th Century.

Sanger Powers, President of the American Correctional Association, included the following statements in the design program for a new Wisconsin State Prison:

"Security will be provided by development of a guarded perimeter that envelops a group of buildings, but it will be desireable to develop an institution which physically avoids the appearance of unyielding punishment, and yet will afford the safe custody and provide for the inmates' academic, vocational, social, religious, and industrial training and guidance."

"While discipline and security remain a component, these phases should be handled in such a manner that they enhance character rather than degrade the dignity of the individual. We hope to provide every possible opportunity to establish habits of industry, a futherance of education, and a building of a sound sense of social responsibility in addition to specific skills."

These are progressive and reasonable goals for the design of a new correctional facility for the first offenders at Montana State Prison, and are, therefore, made a part of this program.



## XII. MASTER PLAN PROGRAM

A preliminary site survey showing grades, utilities and existing buildings has been prepared by the Prison and is bound herein.

Master plan drawings will show all existing and proposed new facilities, streets, fencing, athletic fields, landscaping, utilities, guard tunnels and towers, and their relationship to the site.

The master plan program proposes work done in four, or more, phases with movement of all prison facilities from Deer Lodge to the Prison Ranch programmed for substantial completion about 1980.

The initial work, Phase 1, is scheduled for a 1969 start. Phase 2 is forecast to begin in 1973, and Phase 3 in 1977. The Phase 4 work, plus other new industries as they are developed, is scheduled to begin after work in the other three phases is complete.

### A. HOUSING

1. Rothe Hall	(Existing)
Housing and dining facilities for 160 trustees	
Has had overflow load up to 240 trustees	
Includes a good, large kitchen	
2. Ranch 2	(Existing)
Housing for 10 trustees	
3. Cow Camp 1	(Existing)
Housing for 5 trustees	
4. Cell Block 'A'	(Proposed - Phase 1)
Close security housing and dining facilities for	
100 First Offenders	
Food prepared at Rothe Hall and delivered by hot	
carts to this unit	
Includes 6 isolation cells	

5. Cell Block 'B' (Phase 2 - Future)

Close security complete housing for 100 prisoners  
Include 10 isolation cells

6a. County - Jail Prisons (Phase 2 - Future)

Minimum security and work-release program housing located  
at remote locations throughout Montana . . . community  
correctional centers

Operated by county officials in Kalispell, Bozeman,  
Great Falls, Billings, Wolf Point, Miles City, Helena,  
Missoula, and Deer Lodge, under the control and  
guidance of the Department of Institutions

OR

6b. Minimum Security Dormitory (Phase 2 - Future)

Alternate to Jail-Prison Program facilities  
Housing for 100 prisoners  
Locate in Rothe Hall compound

7. Cell Block 'C' (Phase 3- Future)

Close security complete housing for 100 First  
Offenders  
Include 6 isolation cells

8. Maximum Security Prison (Phase 3- - Future)

A secure prison within the prison  
Cells for 15 prisoners

9. Pre-Release Unit (Phase 4 - Future)

This facility may be located away from the prison

B. HOSPITAL (Phase 2 - Future)

A secure nursing unit with beds for 16 patients, and  
complete patient care and patient isolation facilities.  
Food prepared at Rothe Hall for hospital.

## C. RECREATION

### 1. Prison Gymnasium (Existing)

The temporary gymnasium at the prison will serve until a new unit, which will allow separation of juveniles and first offenders from common convicts, can be completed

### 2. Recreation Center (Proposed - Phase 1)

Complete indoor recreation facilities for all classes of convicts

A close security facility

### 3. Athletic Field (Proposed - Phase 1)

Football and baseball fields for the Rothe Hall trustees  
Separated football and baseball fields for First Offenders  
Basketball, volleyball, boxing, and horseshoes facilities  
on paved playgrounds . . . layout for segregation of juveniles

All labor to be furnished by convicts.

## D. AUDITORIUM (Phase 4 - Future)

### 1. Worship Center

A chapel for Sunday services with seating for 240  
Storage facilities for church furniture and equipment  
Office space/security for worship leader

### 2. Theater

Complete cinema and minor dramatics theater with seating for 240 convicts

Locate in vicinity of Rothe Hall and accessible from regular convict cell block

## E. ACADEMIC & VOCATIONAL EDUCATION

1. Vo-Ed High School (Proposed - Phase 1)  
A complete 8 classroom plus 7 vocational lab high school plus library  
Accessible from all housing units but with segregation, by scheduling and design, for juveniles
2. Kitchen - Rothe Hall (Existing)  
Training laboratory for cooks and bakers
3. Building Trades (Existing)  
Professional training in various building trades, after classroom preparation in the school; works with the prison maintenance program
4. Classroom Addition (Phase 3 - Future)  
Academic space as required by the educational program of the institution

## F. ADMINISTRATION

1. Guard Towers (Existing)
2. Guard Towers & Fencing (Proposed - Phase 1)  
Additional towers and control points to provide full security for the new facility  
Provide access to guard tunnels connecting all control points
3. Visitor & Control Center (Proposed - Phase 1)  
A visitor center with office for guard captain to control flow in and out of main gate
4. Reception - Guidance Unit (Phase 3 - Future)  
A receiving and classifying center with provisions for holding all new convicts for 30 days or until each is tested and classified  
May be physically attached to the Administrative Offices building

5. Administrative Offices (Phase 3 - Future)

Business and staff center for the entire prison,  
replacing all administrative facilities now  
in Deer Lodge  
Post Office for entire prison

6. Administrator Residence (Existing)

Housing for the Warden with quarters for convict  
servant staff  
Consider housing for key staff members in future phases

7. Automobile Garage (Phase 3 - Future)

Complete vehicle storage facility

G. CENTRAL HEATING PLANT (Proposed - Phase 1)

Boiler room to provide high pressure steam to all buildings on  
Prison Ranch. Natural gas fuel. Eliminate existing small  
boilers. Run piping thru interconnecting guard tunnels to  
all buildings. Convert to hot water or steam at each  
building. Building shall be sized to accommodate all future  
building needs. Install 2 boilers to serve existing and  
Phase 1 buildings when boilers are operating at three-fourths  
capacity. Plan for ultimate 3 boilers. Electrical distri-  
bution center in this building.

H. FOOD SERVICE

1. Rothe Hall Kitchen (Existing)

Expand and add equipment as necessary to provide food for  
new First Offenders unit in Phase 1 of this program  
The facilities of this kitchen will be used to provide  
food for the Minimum Security Dormitory and for the  
Hospital under Phase 2 of this program

2. Cell Block Kitchen

(Phase 2 - Future)

Central kitchen facility sized for 300 prisoners  
Equip for 200 prisoners in Phase 2  
Complete with storage facilities  
Replaces Rothe Hall food service to the First  
Offenders unit in Phase 2  
Equip to feed additional prisoners in Phase 3  
of this program

1. INDUSTRIES

1. Farm/Ranch Buildings

(Existing)

Maintain and expand as the farming program changes

2. Dairy

(Existing)

Present facility is designed to provide space for  
all dairy operations for the term of this program -  
beyond 1975

3. Dairy Products Processing

(Phase 2 - Future)

A plant to prepare butter, ice cream and cheeses for the  
state institutions

4. Automotive & Equipment Repair

(Existing)

Maintain and expand as the vehicle needs of the prison  
demand

5. Concrete Block Plant

(Existing)

This plant and the maintenance and repair centers  
of the prison - carpentry, electronics, plumbing,  
etc., - shall be maintained and expanded in  
accordance with the needs of the prison

6. License Tag Plant

(Existing)

Maintain and expand as the auto registration needs of  
the state demand

7. Garment Shop (Phase 2 - Future)

A complete tailor shop, with equipment moved from the prison, to manufacture clothing for all state institutions

8. Dry Cleaning Plant (Proposed - Phase 1)

Cleaning center to eliminate commercial dry-cleaning requirements at all State Institutions in the Deer Lodge valley

9. Electronics Shop (Proposed - Phase 1)

Expand and modernize the electrical repair facilities of the prison

Move existing equipment to this complete new shop

10. Furniture Factory (Phase 2 - Future)

An extension of the present facilities for furniture repair

Possible manufacture of both wood and metal furniture for use in institutions and State offices

11. Sign Factory (Phase 3 - Future)

Assign space in the tag plant for the manufacturing of street and highway signs

Equip under Phase 3

12. Mattress Factory (Phase 2 - Future)

A new facility to manufacture mattresses for institutions throughout the State

Move existing machinery from the prison into this building

13. Laundry (Phase 3 - Future)

Move all existing laundry equipment from the prison to this new location

14. Cannery (Phase 4 - Future)

For freezing and canning of food products used in State institutions, if economically feasible

Foods prepared should be carefully selected for an economical operation to save the State money over commercial supplies

J. WAREHOUSING

(Future)

Industry storage space as required by the growth and needs  
of Prison Industries.

K. MEDICAL RESEARCH LABORATORY

(Existing)

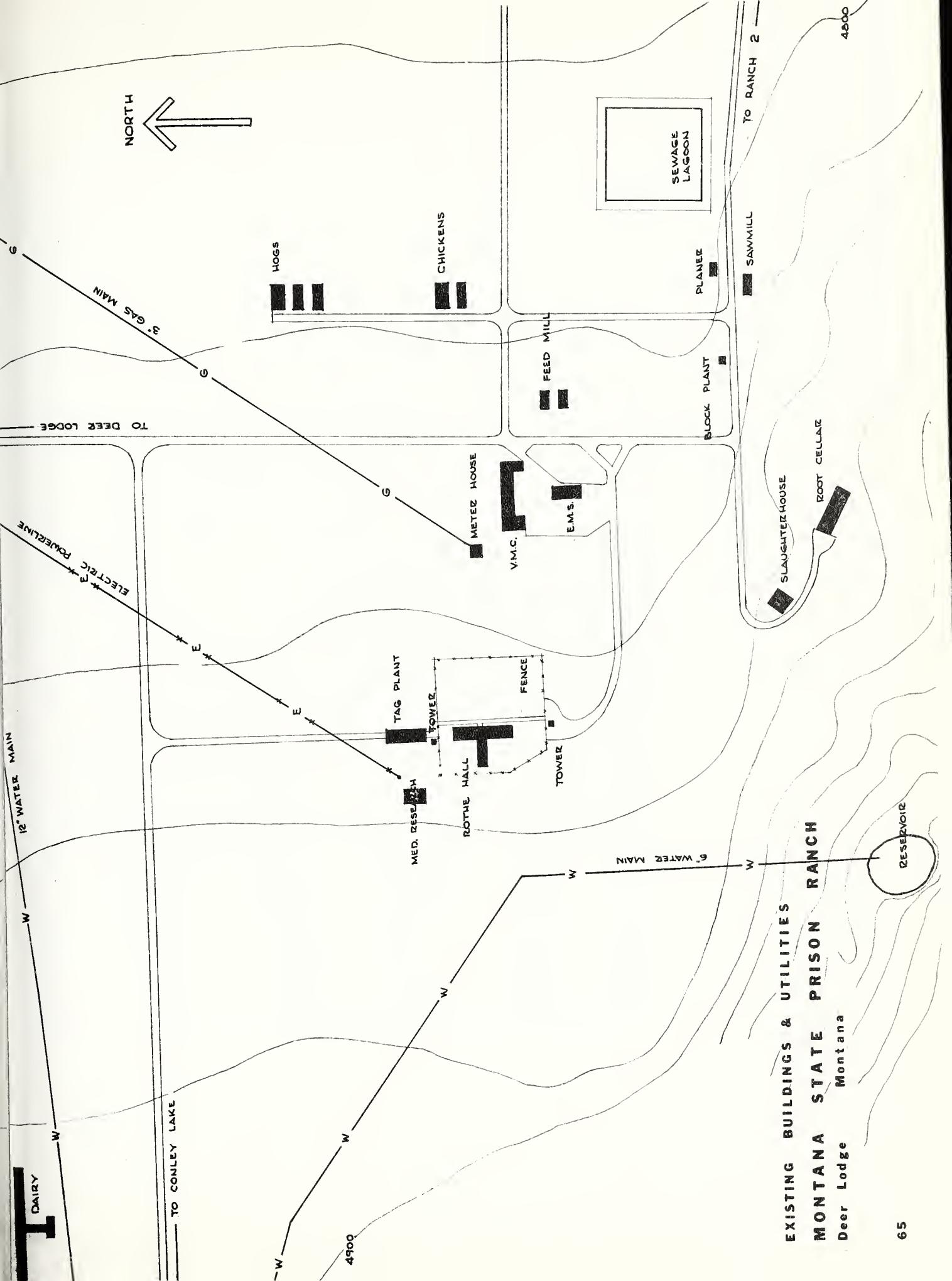
An extension unit of the University of Montana. Locate and  
control for complete security with access from all  
housing units. Assign space for expansion of this  
facility and for future associated activies.

XIII. MASTER PLAN SITE STUDIES

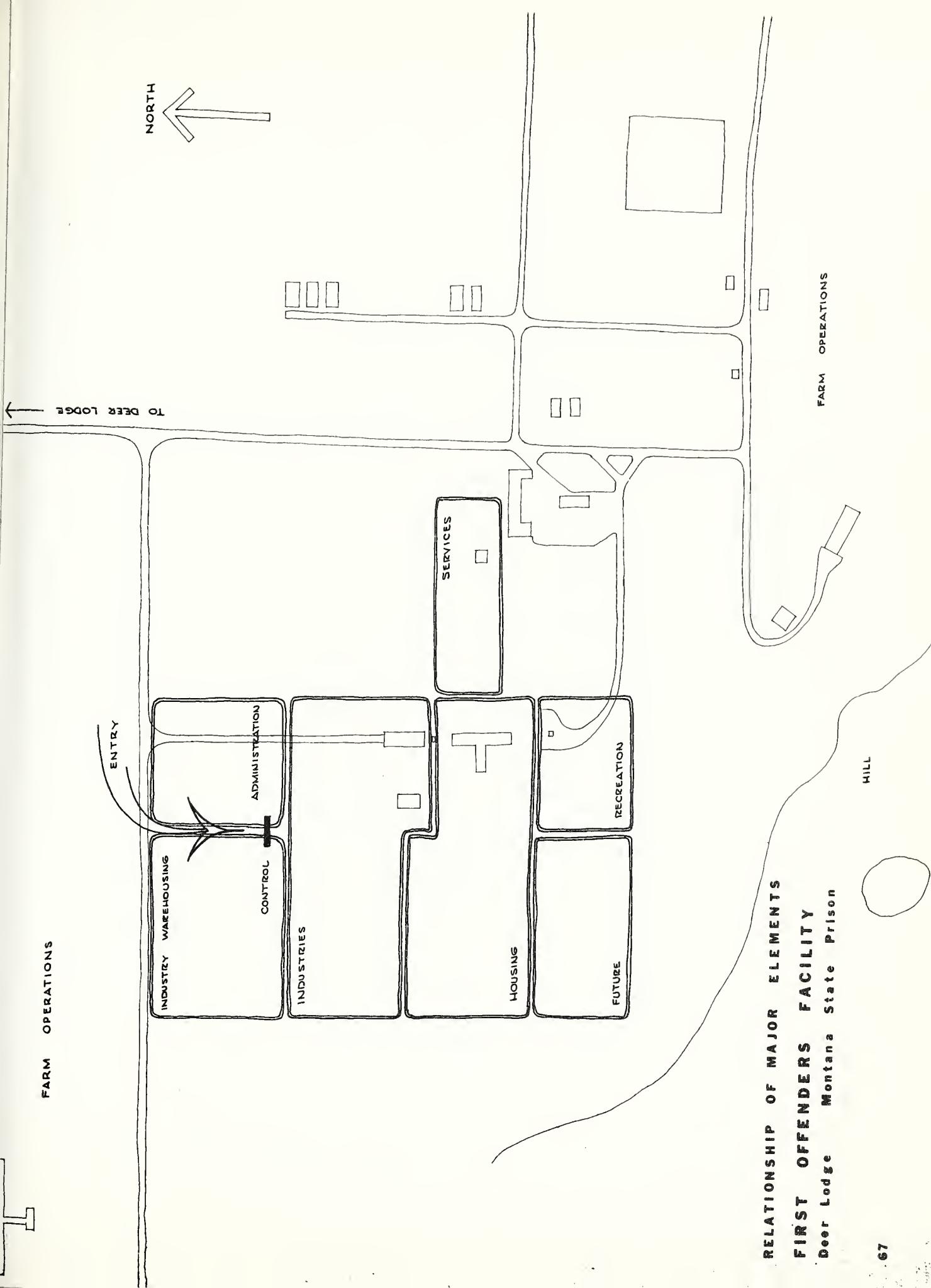


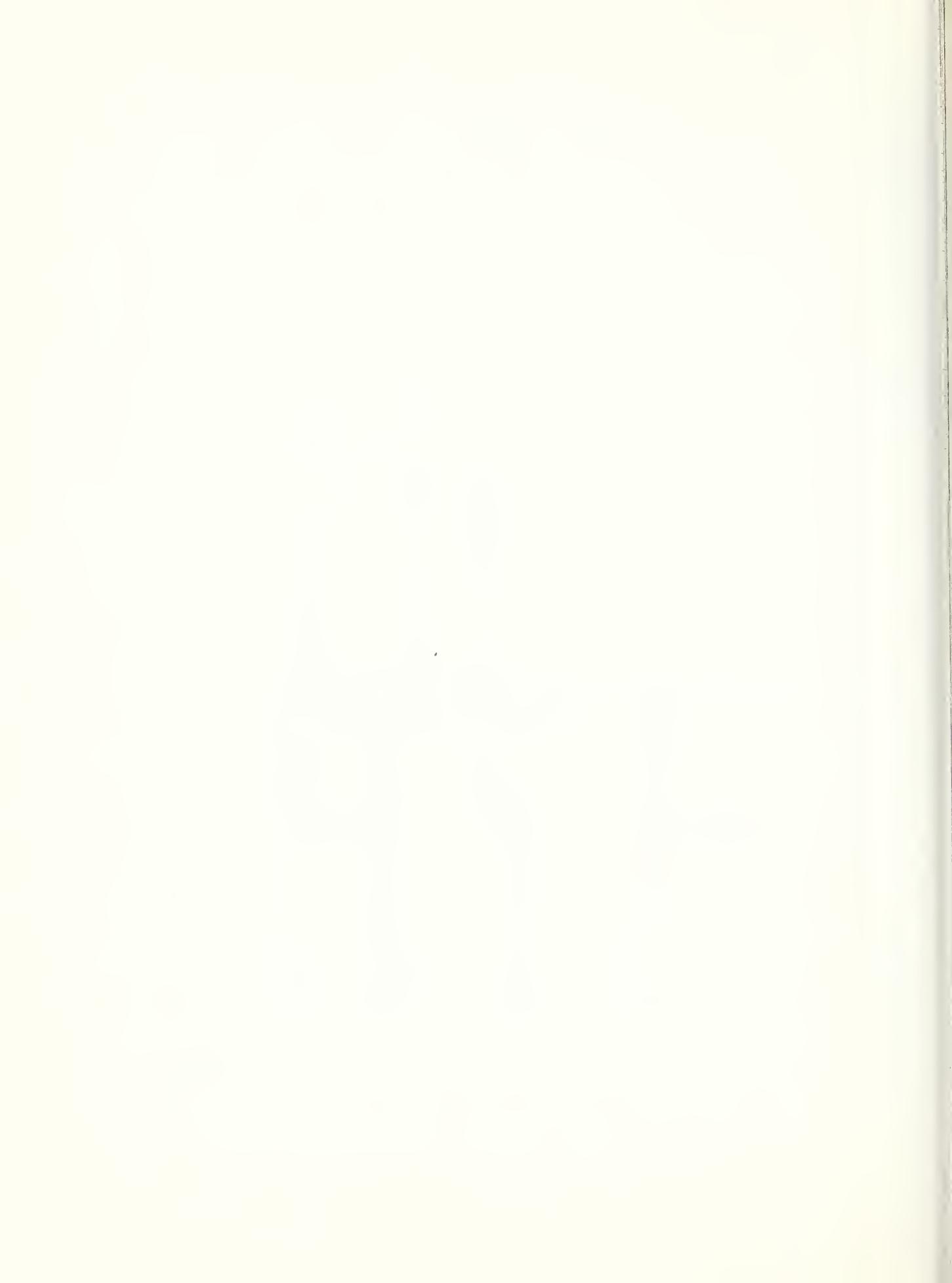


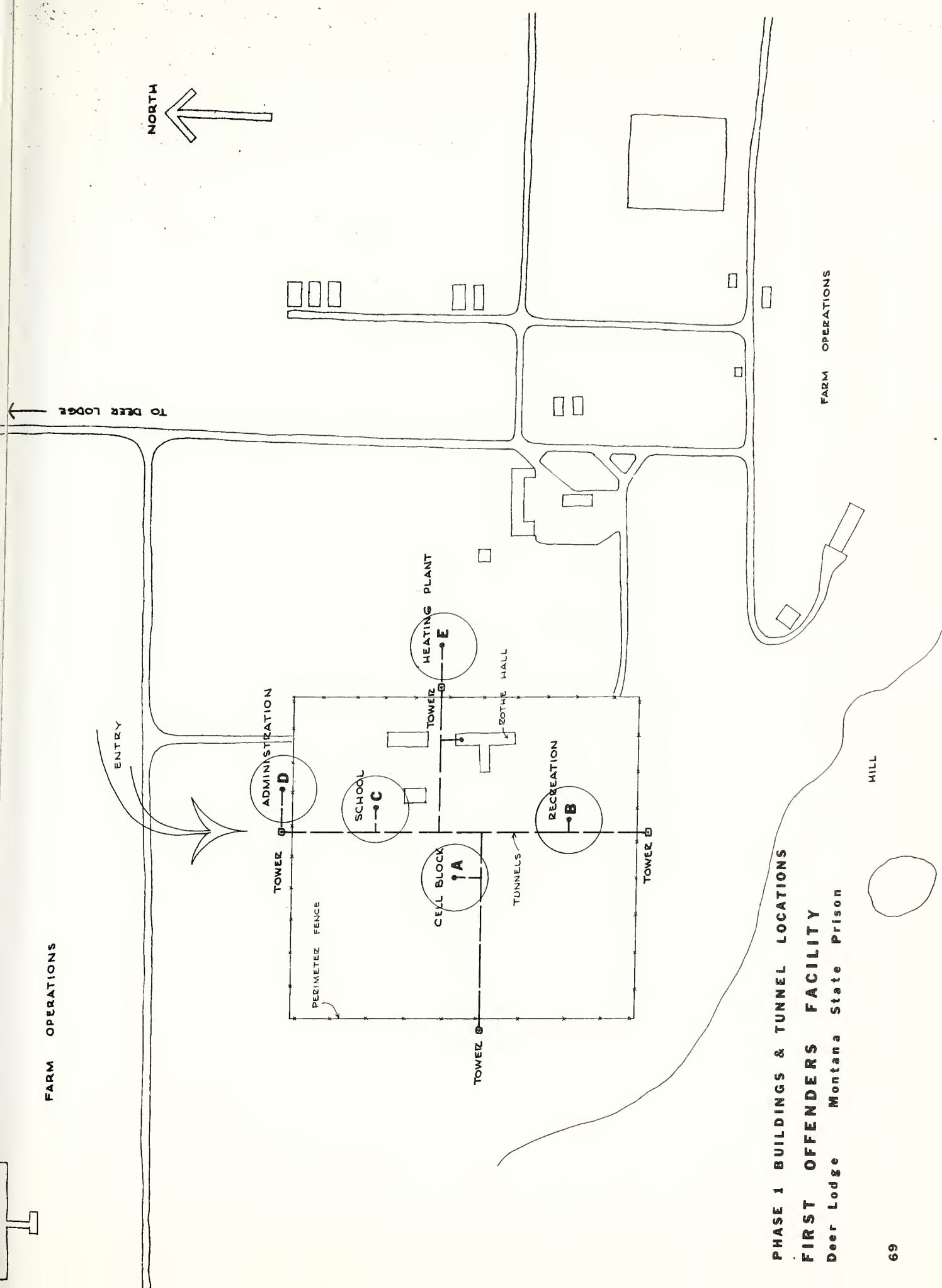




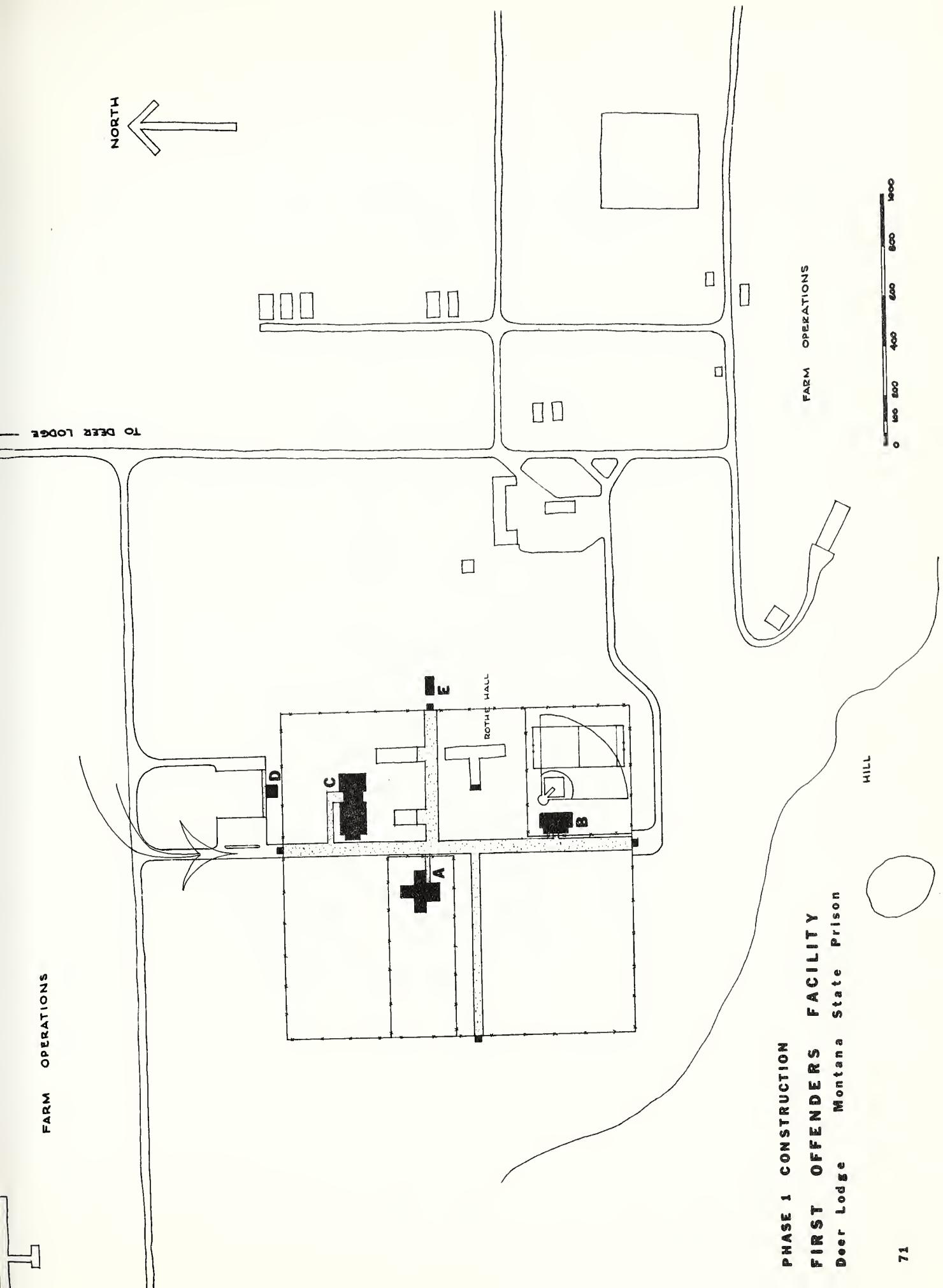




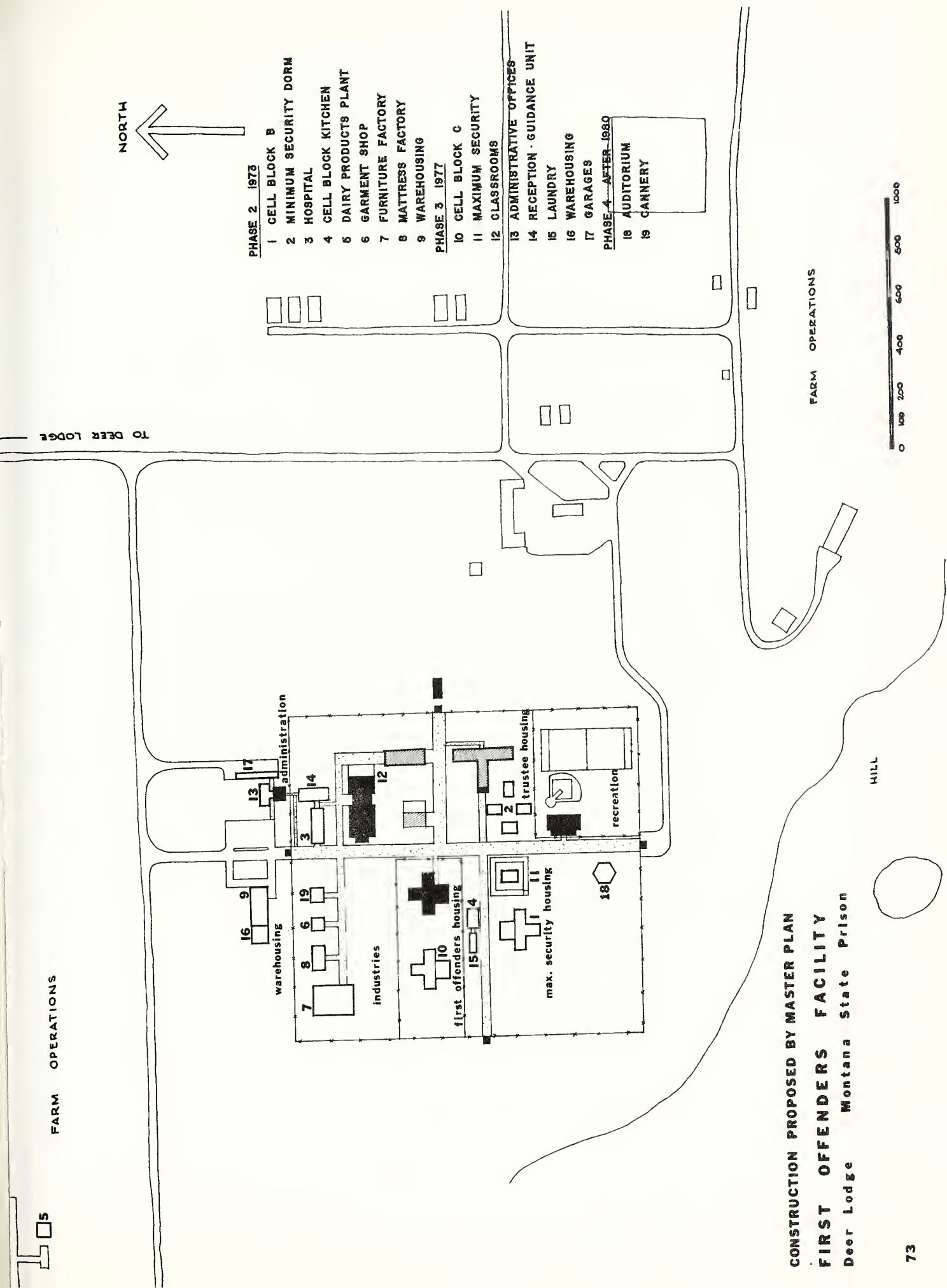














#### XIV. A PROGRAM FOR DESIGN - PHASE I

"The challenge for us in corrections is to put in use all that is presently known about human behavior in the correcting of criminal conduct." Sanger B. Powers, President, American Correctional Assn.

##### BUILDING A - CELL BLOCK A

Inmate housing for 100 first offenders, completely separate from all other prison functions. These convicts, mostly young - initially all under 21 - will be housed and fed in this building and will leave only for school, work or organized recreation.

###### (1) Cell Block:

100 Cells

Size for emergency overflow, 7' x 10'  
Concrete floors, walls & ceilings  
(brick, optional interior)  
Steel grille doors on all cells

Visual control -one end access

Motorized plus manual operation of grille doors

Control box for all cell doors outside of cellblock

Cells on outside walls - two high deck, center court

Showers at entry to cellblock, each floor

Aluminum one-piece toilet/lav. fixtures, not painted

Fixed metal cots, 16" high

Built-in easily inspected, table-desk-wardrobe

Smooth flush walls; no projecting fixtures, no glass lenses

Disciplinary cells -at far end away from Control, with

private corridor for these 6 cells

-Solid outer doors with peephole hatch

-Grilled inner doors

-Concrete bed, 24" high, in two cells

-Oriental drain toilet, (flush on timer)

-Water and light controls outside cell

-One man cells

-Doors not on mechanical system

-No glass lens fixtures

-Ventilation and noise control

-One shower stall

###### (2) Control Room for Cells:

Two-story room with secure up and down circulation

Access to room through guard's tunnel below

Visual control of all wings and all functions

Control of            -all cell doors  
                          -music, TV and crafts areas  
                          -dining and serving areas  
Connection with all other guard areas  
Maximum security from areas controlled, grilled cage

(3) Dining Room:

Fixed seating for 100 inmates  
Tables for 4 men each  
Seating controlled visually by Control Cage

(4) Serving kitchen:

Service line with steam tables and hot carts  
Dish storage  
Tray storage  
Silverware storage  
Milk, water and coffee dispensers  
Visual control by Control Cage  
Loading dock        -sally port to Rothe Hall kitchen  
                          -for hot cart deliveries

(5) Dishwashing:

Dishwasher machines  
Storage areas

(6) Barber shop:

Chair in center bay of cell block  
Shop with 1 chair in crafts area

(7) Game Room:

Cards and table games  
Table tennis  
Chess & checkers  
Board games  
Seating at tables for 16

(8) Showers:

At Control Cage end of cells  
Visual control by Control Cage  
4 shower areas total - 8 heads total

(9) TV Viewing Room:

Lounge seating for 50, divided into 2 areas  
Two large sets  
No exterior windows or doors

(10) Music Room:

Lounge seating for 20  
Grand piano  
Seating for 6 musicians  
Sound system speakers with volume control

(11) Hobby & Small Crafts rooms:

Visual control by Control Cage  
Supervised use of tools  
Small workshops with glazed dividing partitions (12 X 20)  
Storerooms  
Locked tool rooms

(12) Storage:

Prisoner personal effects storage area  
General storage for beds, bedding, furniture, etc.  
Supplies storage

#### BUILDING B - RECREATION CENTER

This is essentially a high school or military-type gymnasium facility with added provisions for security and control. The facility will mainly serve first offenders, but the building will be located and designed for use by all prisoners while providing segregation of juveniles.

Basketball court  
Volleyball court  
Weight lifting & workout  
Dressing rooms  
Boxing  
Platform/stage  
Showers and toilets  
Equipment storage

#### BUILDING C - ACADEMIC & VO-ED CENTER

The prison maintains an accredited high school, an important first offenders rehabilitation facility. This school plant should also be located and designed for segregation of juveniles, but for use by all prisoners.

- (1) 8 classrooms @ 20 students each - academic plus drawing:
  - 6 teachers in 1968
  - budgeting for 8 teachers in 1969
  - educational program heavily weighted toward 3 R's
- (2) Library:
  - 4,000 volumes, minimum
- (3) Vocational education labs:
  - Auto mechanics
  - Body shop
  - Carpentry shop
  - Electronic shop
  - Welding & machine shop
  - Plumbing shop
  - Upholstery shop
- (4) Four small vo-ed classrooms, with fixed benches
- (5) Office
- (6) Toilet
- (7) Faculty locker room
- (8) Counselling office
- (9) Storage
- (10) Access to school area to be controlled by guard
- (11) Access to faculty room to be controlled by guard

#### **BUILDING D - ADMINISTRATION CENTER**

This is the first stage of a complete Reception and Administration Center for the Prison Ranch. Screening of visitors and traffic will all be controlled from this building.

- (1) Control desk:
  - Bulletproof
  - Communications center
  - Control of all visitors and prisoners

(2) Secure visiting:

- Security glass
- Telephone communication
- Guard stations

(3) Trustee visiting:

- Canteen, vending machines, storage
- Tables for 2 or 4
- Guard station for exits
- Easy control of exits (Mechanical exit, door, etc.)

(4) Office for Guard Captain

(5) Office for Chaplain

(6) Crafts sales store with storage

(7) Small interview room

(8) Tunnel connection with Cell Block

(9) Locate at outside fence line near visitor parking area; plan

space for future addition, for:

- Admittance center
- Warden office
- Business office
- Infirmary
- Guard training center

## HEATING PLANT

Heating plant for new buildings

A Central Heating Plant for the entire Prison Ranch complex

Provide domestic hot water system for new facilities, plus  
additional supply for Rothe Hall

High pressure steam for laundry & kitchen & industries

Natural gas fired system

## KITCHEN FACILITIES

Remodel and expand the existing kitchen in Rothe Hall to serve  
the additional load from the proposed new cell block buildings

Provide loading areas and sally port for hot cart deliveries to  
new buildings

Expand storage and preparation facilities

Canteen located in sally port

## FACILITIES FOR PRISON INDUSTRIES

Existing industries on the Prison Ranch shall continue to be operated as-is, under Phase 1 of the program.

XV. AREA ALLOCATIONS - PHASE I

BUILDING A - Cell Block A

(1) Cell Block	17,000 sq. ft.
(2) Control Room	400 sq. ft.
(3) Dining Room	1,400 sq. ft.
(4) Serving Kitchen	360 sq. ft.
(5) Dishwashing	200 sq. ft.
(6) Barber Shop	100 sq. ft.
(7) Game Room	1,000 sq. ft.
(8) Showers	area included in Cell Block
(9) TV Viewing	1,200 sq. ft.
(10) Music Room	600 sq. ft.
(11) Hobby and Small Crafts	1,200 sq. ft.
(12) Storage	2,000 sq. ft.
(13) Corridors, walls & mechanical	3,540 sq. ft.
<hr/>	
Total:	29,000 Sq. Ft.

BUILDING B - Recreation Center

(1) Basketball/volleyball court	6,000 sq. ft.
(2) Platform	800 sq. ft.
(3) Workout room	600 sq. ft.
(4) Dressing rooms	400 sq. ft.
(5) Showers & toilets	400 sq. ft.
(6) Storage	600 sq. ft.
(7) Partitions & mechanical	1,200 sq. ft.
<hr/>	
Total:	10,000 Sq. Ft.

BUILDING C - Academic & Vo-Ed Center

(1)	Classrooms (4 @ 300 + 4 @ 400)	2,800 sq.ft.
(2)	Library	1,600 sq.ft.
(3)	Vocational labs 7 @ 1,000	7,000 sq.ft.
(4)	Vo-ed classrooms	1,280 sq.ft.
(5)	Office	200 sq.ft.
(6)	Counselling Office	160 sq.ft.
(7)	Toilet	300 sq.ft.
(8)	Faculty Locker Room	160 sq.ft.
(9)	Storage	1,000 sq.ft.
(10)	Partitions, corridors & mechanical	6,000 sq.ft.
		<hr/>
Total:		20,500 Sq.Ft.

BUILDING D - Administration Center

(1)	Control Desk	300 sq.ft.
(2)	Secure Visiting Area	150 sq.ft.
(3)	Trustee Visiting Area	500 sq.ft.
(4)	Guard Captain Office	150 sq.ft.
(5)	Chaplain Office	150 sq.ft.
(6)	Public Toilets	100 sq.ft.
(7)	Crafts Sales Store	100 sq.ft.
(8)	Interview Room	150 sq.ft.
(9)	Partitions, corridors & mechanical	400 sq.ft.
		<hr/>
Total:		2,000 Sq.Ft.

## HEATING PLANT

(1) Boiler Room	2,000 sq. ft.
(2) Control office	200 sq. ft.
(3) Storage	200 sq. ft.
<hr/>	
Total:	2,400 Sq. Ft.

## KITCHEN FACILITIES

Addition for new equipment - Total: 600 Sq. Ft.

## PRISON INDUSTRIES

Dairy	Existing
License Tag Plant	Existing
Vehicle Maintenance	Existing
Machinery Maintenance	Existing
Sawmill	Existing
Farm Animal Shelters	Existing
Feed Mill	Existing
Blacksmith Shop	Existing
Block Plant	Existing

PHASE 2 - Future Areas (1973)

(1) Cell Block B	30,000 sq. ft.
(2) Minimum Security Dorm	20,000 sq. ft.
(3) Hospital	8,000 sq. ft.
(4) Cell Block Kitchen	2,600 sq. ft.
(5) Dairy Products Plant	2,000 sq. ft.
(6) Garment Shop	2,400 sq. ft.
(7) Furniture Factory	18,000 sq. ft.
(8) Mattress Factory	6,000 sq. ft.
(9) Warehousing	10,000 sq. ft.

PHASE 3 - Future Areas (1977)

(1) Cell Block C	29,000 sq. ft.
(2) Maximum Security	4,000 sq. ft.
(3) Classrooms	3,000 sq. ft.
(4) Administrative Offices	4,000 sq. ft.
(5) Reception - Guidance Unit	6,000 sq. ft.
(6) Laundry	2,000 sq. ft.
(7) Warehousing	5,000 sq. ft.
(8) Garages	4,000 sq. ft.

PHASE 4 - Future Areas (after 1980)

(1) Pre-Release Unit	8,000 sq. ft.
(2) Auditorium	4,000 sq. ft.
(3) Cannery	3,000 sq. ft.
(4) Warehousing	5,000 sq. ft.

No area allocations are made herein for possible County Jail-Prisons, as needs will vary in each area.

No area allocations are made herein for housing of the Criminally Insane. It is planned that all treatment and control of mentally ill convicts will be done at Warm Springs State Hospital.

The present, newly rebuilt and refurnished, Women's Prison Facility at Deer Lodge is adequate for all anticipated future needs, and is to be used as-is for the ten-year term of this planning program.



## XVI. OUTLINE MATERIALS SPECIFICATION

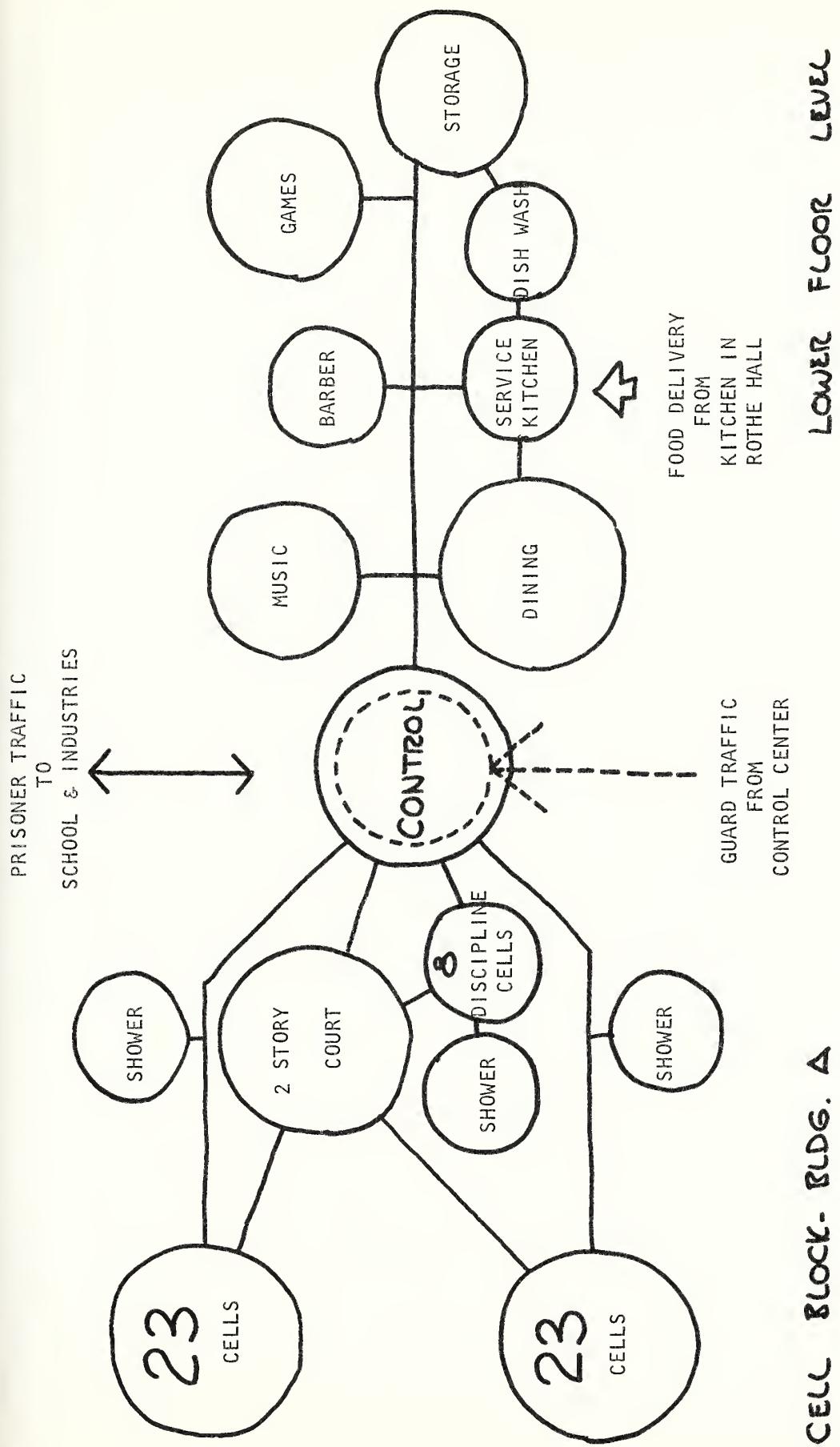
FOOTINGS & FOUNDATION:	Reinforced concrete Concrete tunnels
FLOORS:	Reinforced concrete slabs poured on grade, or on corrugated steel forming over steel structure.
STRUCTURAL FRAME:	Masonry bearing walls Steel columns, beams, joists and decking Precast concrete panels and joists All steel fireproofed
EXTERIOR WALLS:	Brick masonry Precast and job-poured concrete  Aluminum windows and doors and frames Cor-Ten (rusting) steel screens  Plate glass and wireglass
INTERIOR FINISHES:	Brick and block masonry Plaster on masonry partitions Plaster on metal framing Glazed brick or structural glazed tile Acoustical ceiling treatment Plate glass and wireglass Welded wire mesh partitions
DOORS & HARDWARE:	Metal frames for doors and relights Hollow metal doors Stainless steel hardware
FLOOR COVERING:	Integral colored concrete Clay tile in wet areas Maple gymnasium floor Vinyl-asbestos Vinyl grid shower drain covers

... EQUIPMENT:

Cell doors  
Door operating hardware  
Guard cages  
Housing furniture  
Dining tables and service setup  
Gymnasium fittings  
School equipment  
Office equipment and furniture

SITE FACILITIES:

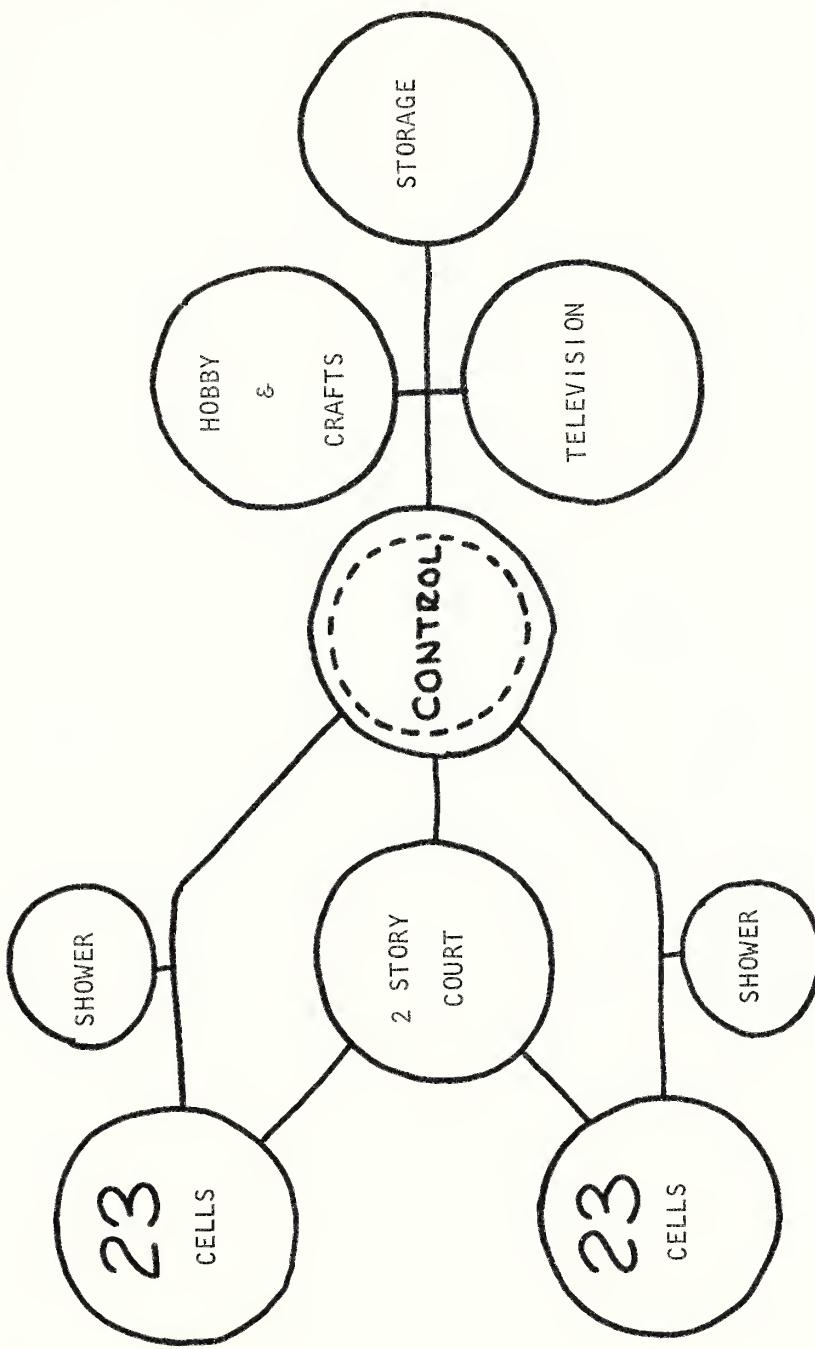
Security fencing  
Intrusion detection system  
Guard towers  
Security lighting  
Paved traffic areas



FIRST OFFENDERS CORRECTIONAL FACILITY

## Montana State Prison



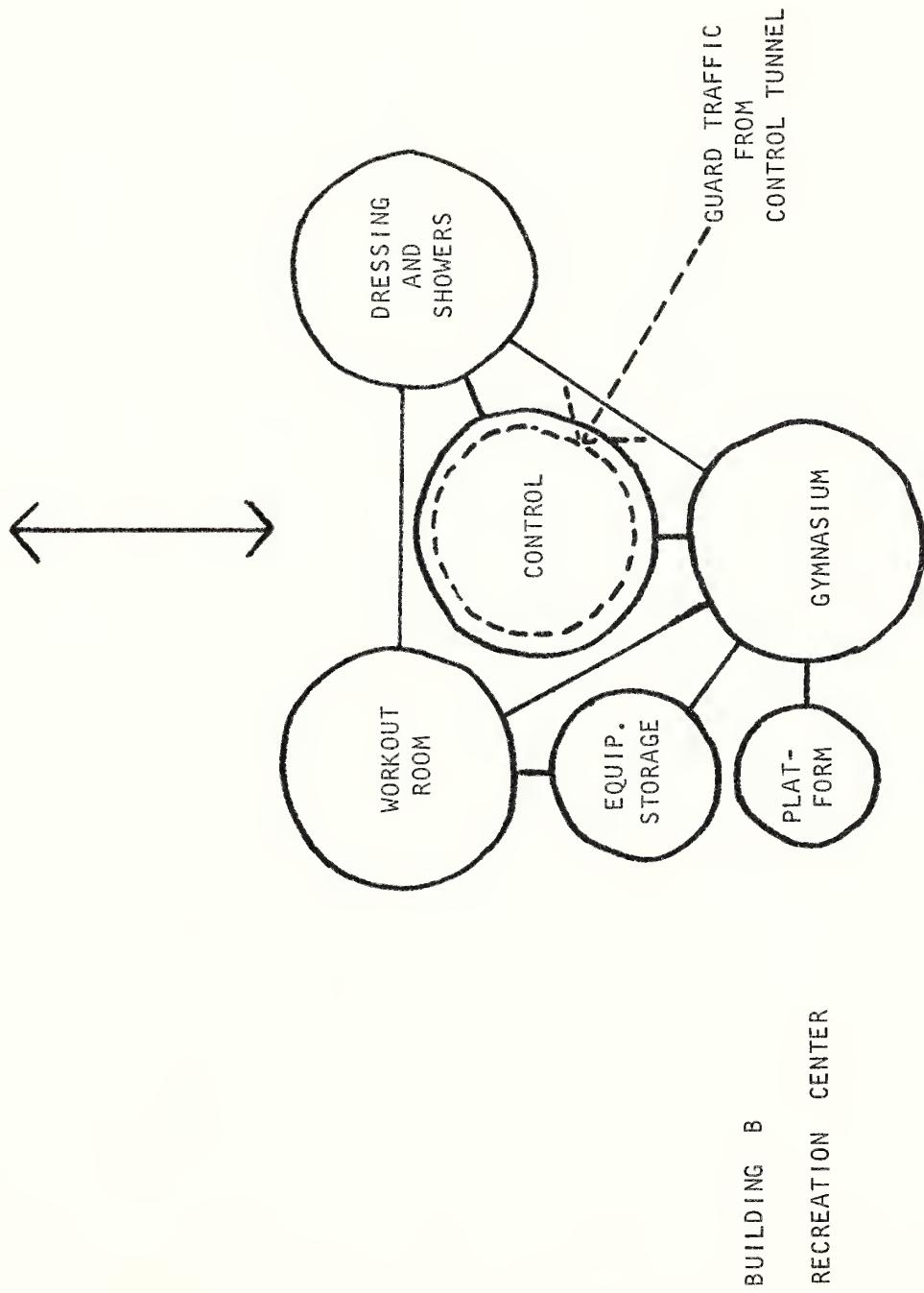


CELL BLOCK - RIDGE. A  
UPPER FLOOR LEVEL

F I R S T O F F E N D E R S C O R R E C T I O N A L F A C I L I T Y  
Montana State Prison  
Deer Lodge

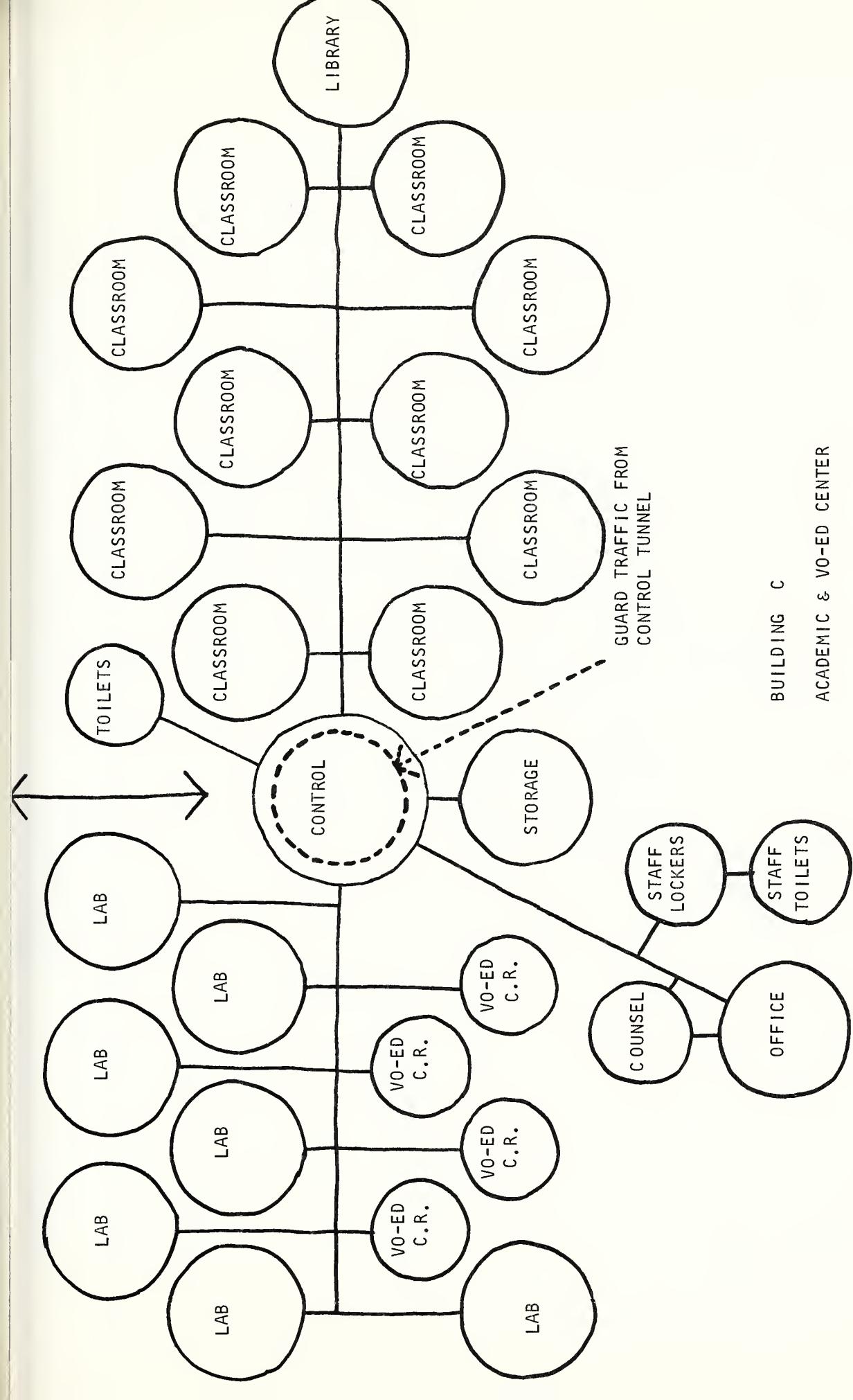


PRISONER TRAFFIC  
TO  
CELL BLOCK

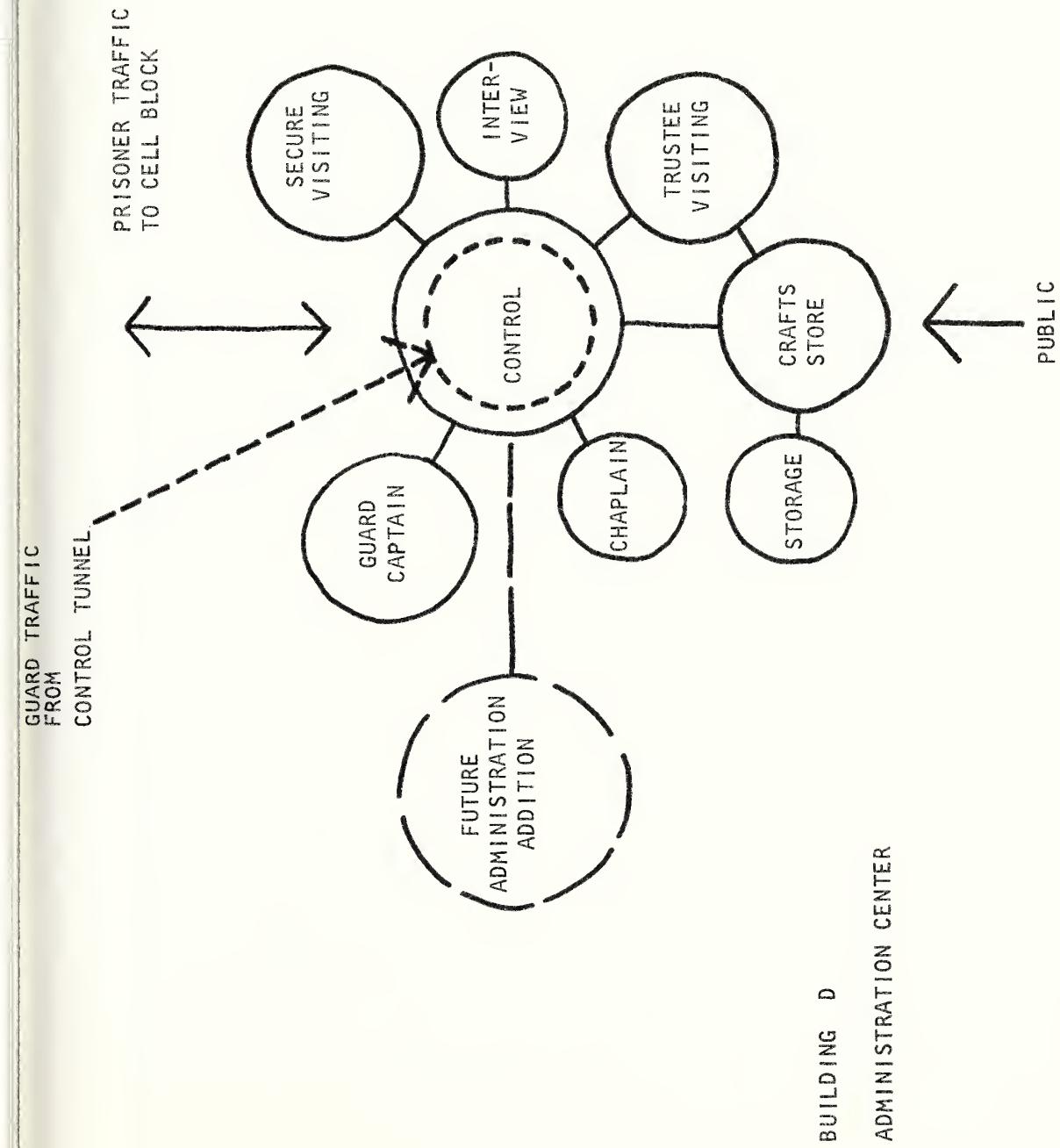


FIRST OFFENDERS CORRECTIONAL FACILITY  
Montana State Prison  
Deer Lodge









FIRST OFFENDERS CORRECTIONAL FACILITY

Montana State Prison

Deer Lodge

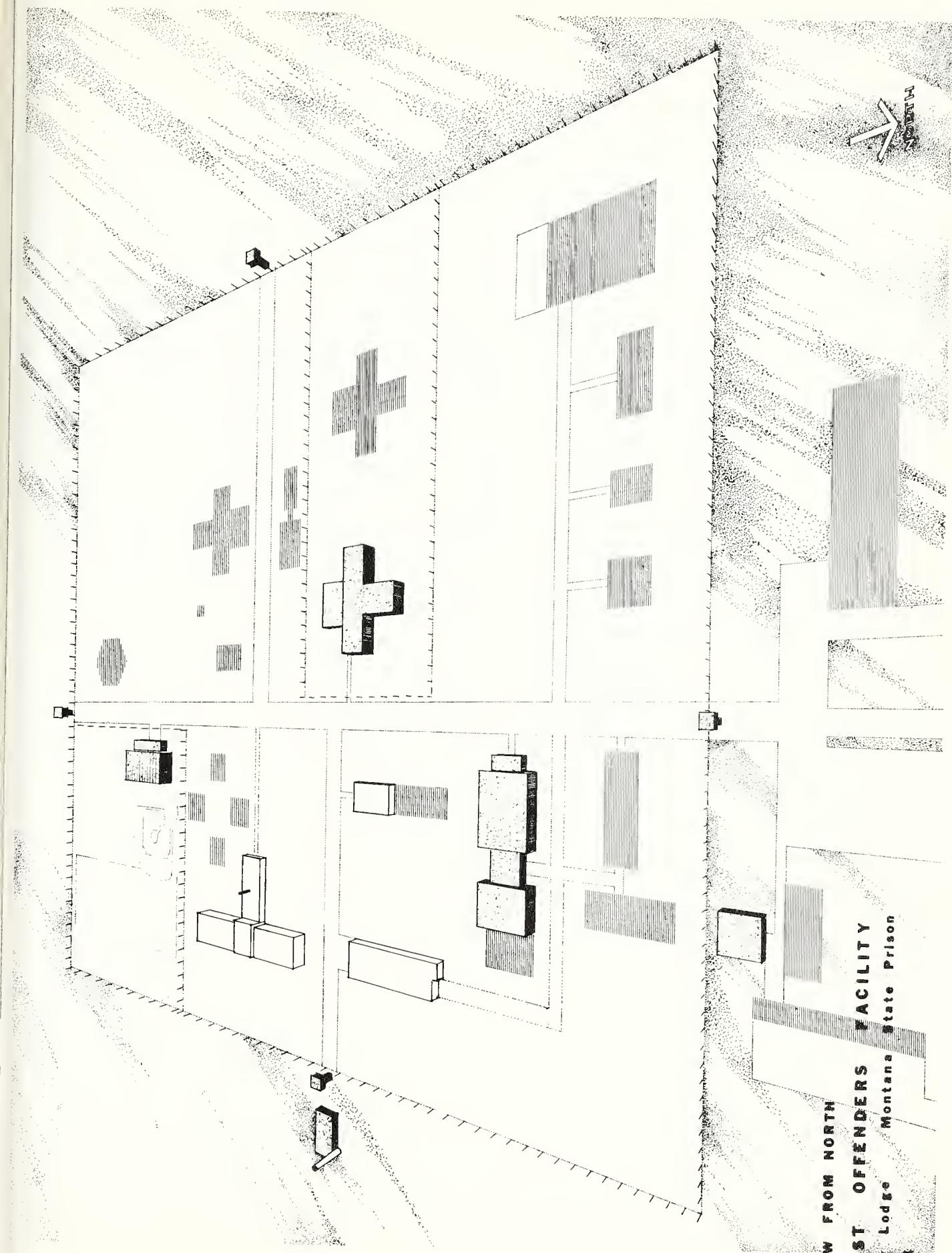
HOLLOWLAND-ZUCCONI ARCHITECTS



XVII. BUILDING DESIGN STUDIES



**VIEW FROM NORTH**  
**FIRST OFFENDERS FACILITY**  
Deer Lodge Montana State Prison  
101

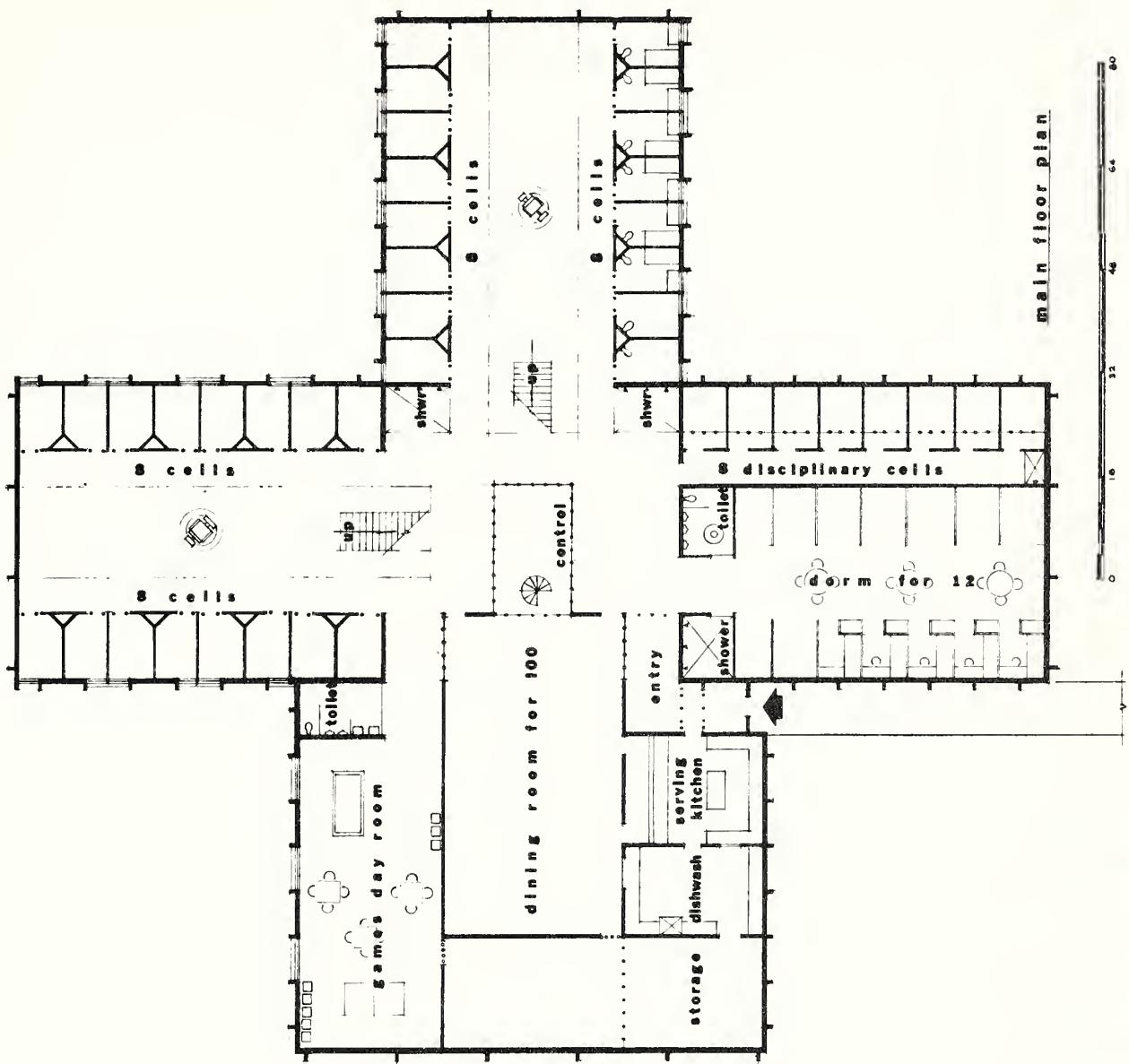




## FIRST OFFENDERS FACILITY

## BUILDING 'A' CELL BLOCK

30

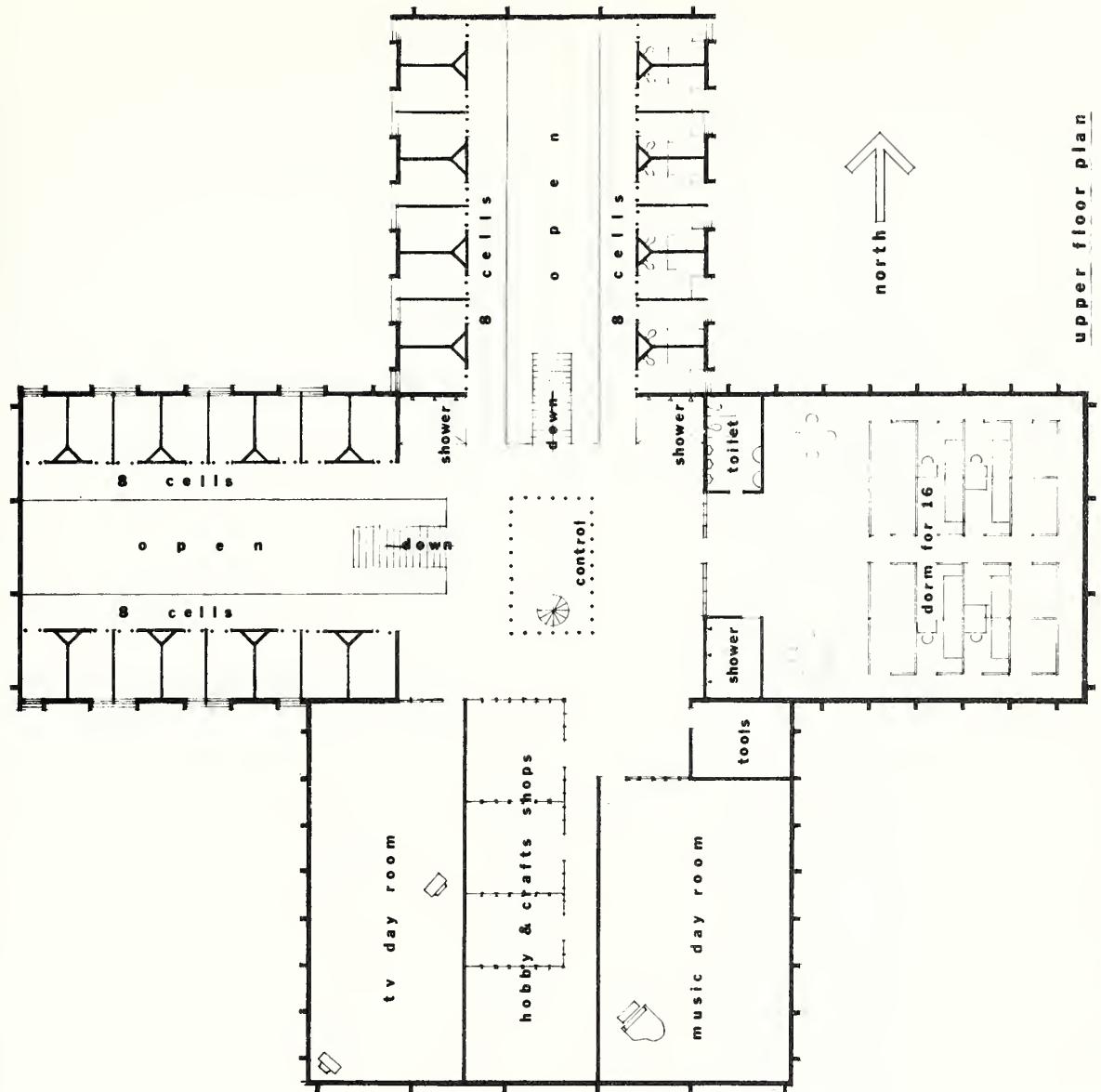






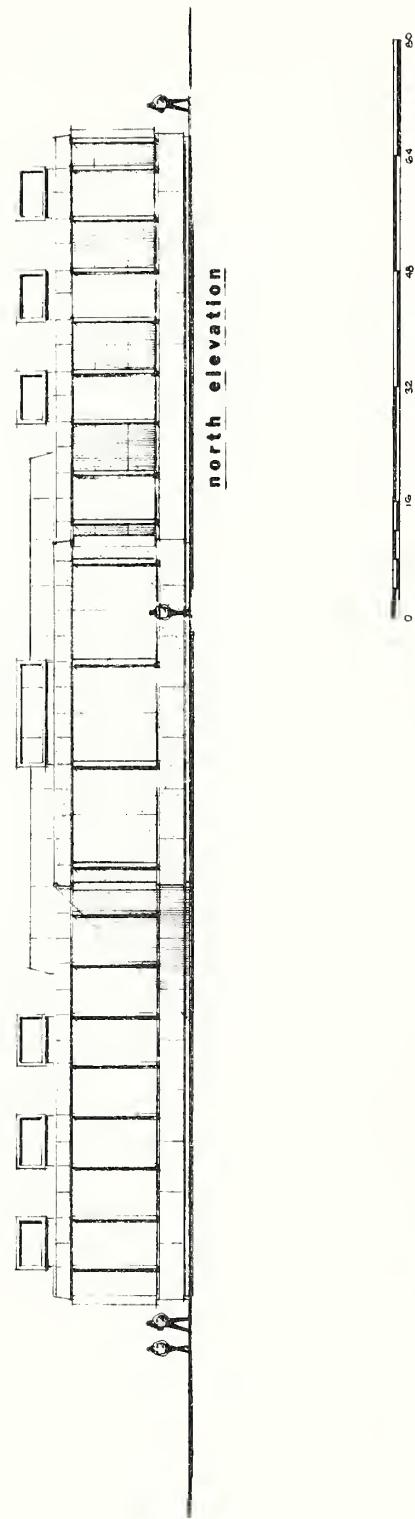
## FACILITY

## BUILDING 'A' CELL BLOCK



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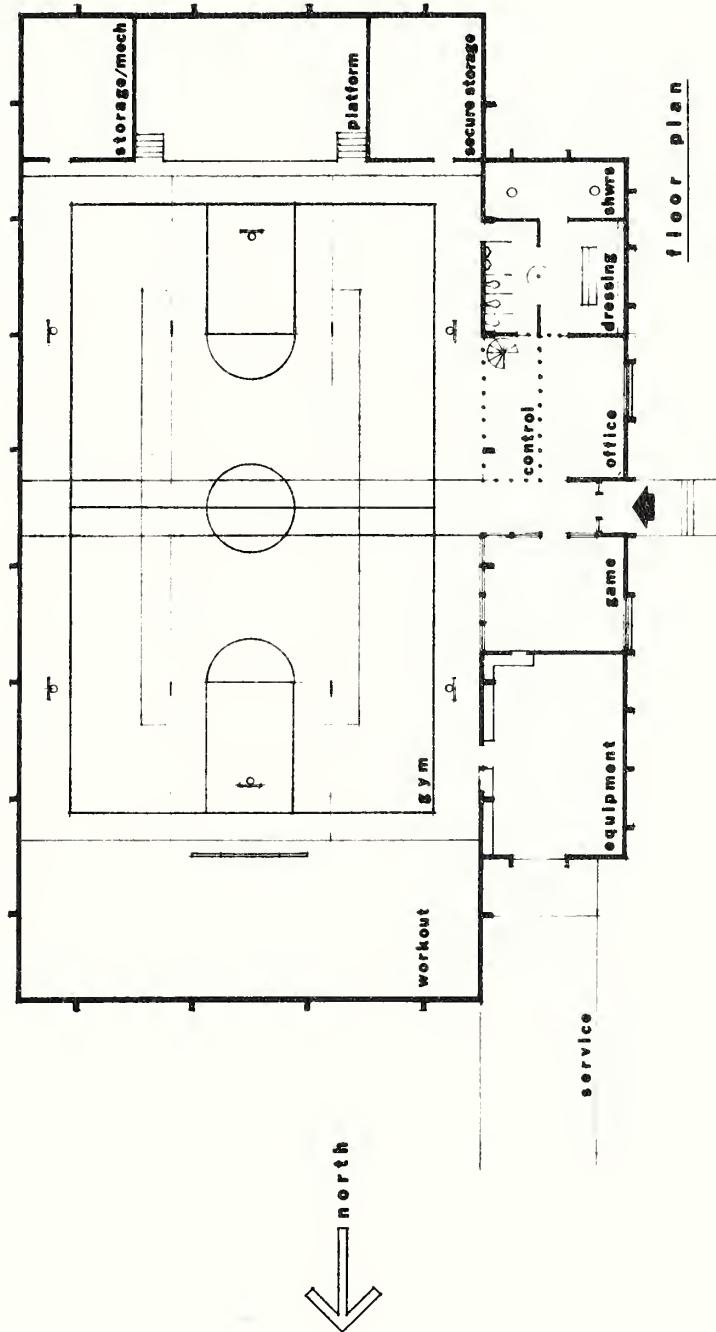


BUILDING 'A' CELL BLOCK  
FIRST OFFENDERS FACILITY



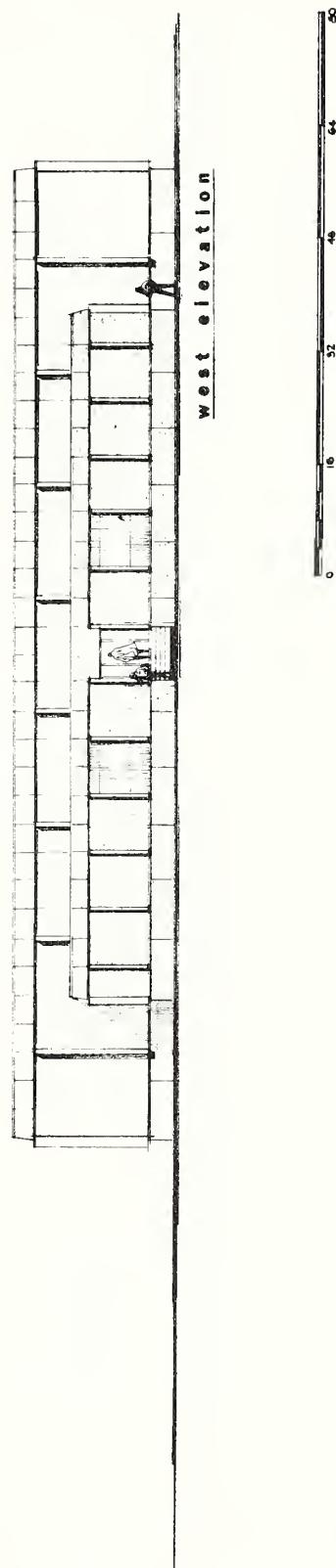
## **FIRST OFFENDER FACILITY**

## BUILDING 'B' RECREATION CENTER





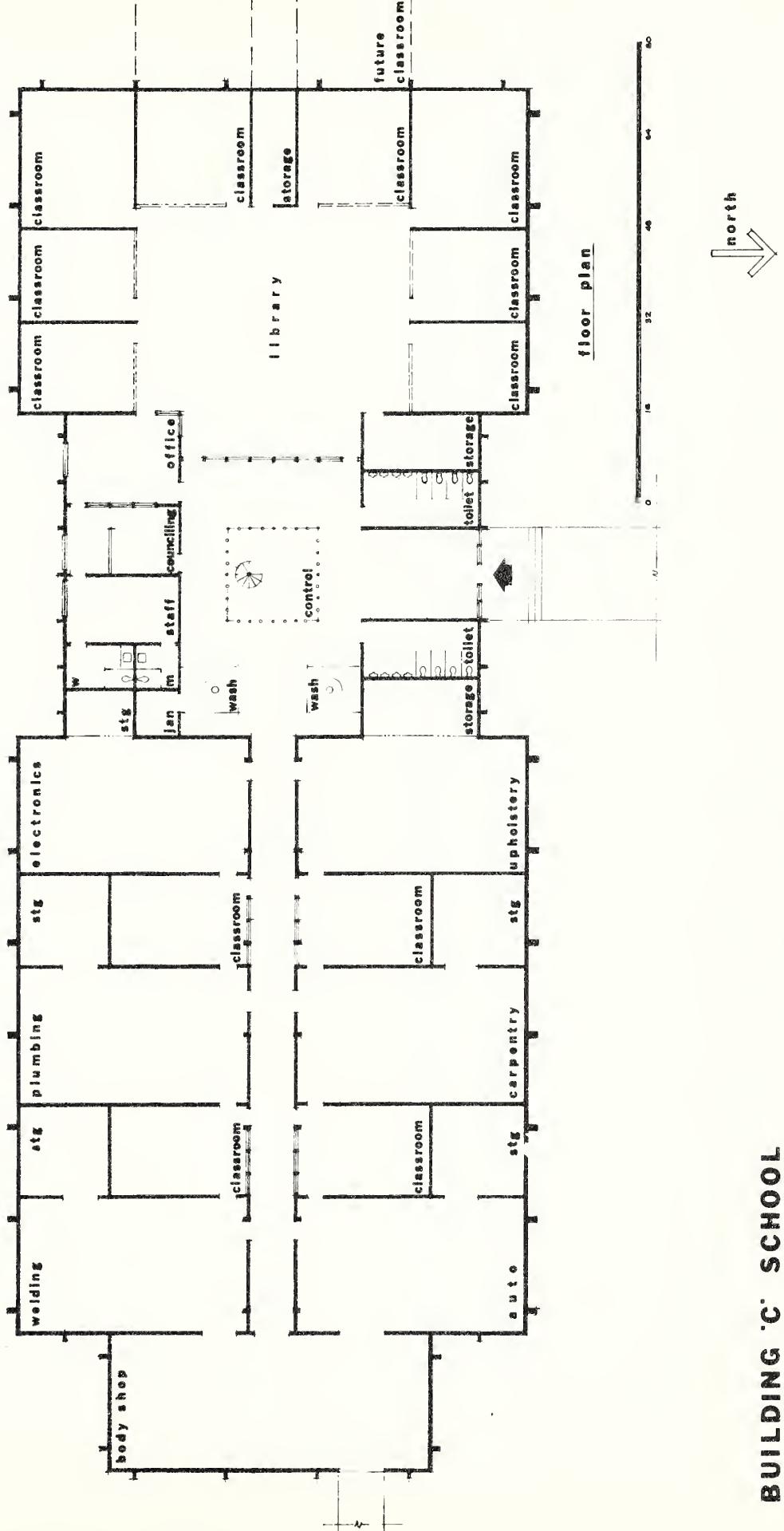
BUILDING 'B' RECREATION CENTER  
FIRST OFFENDERS FACILITY



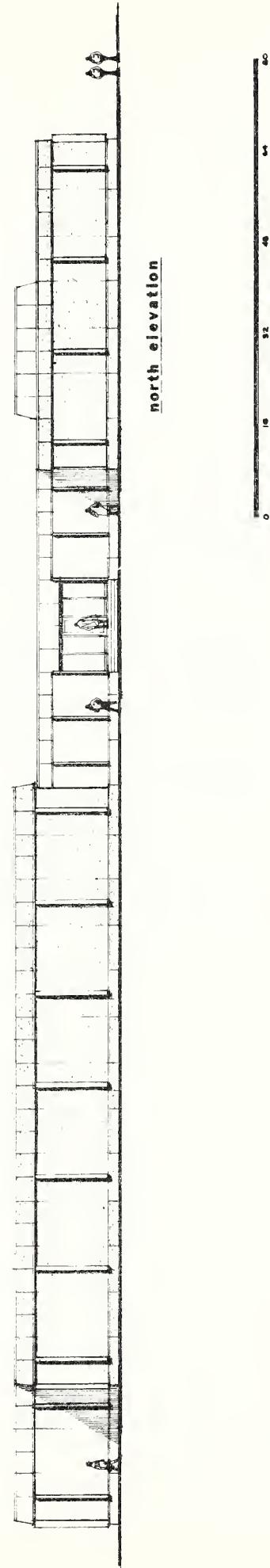


## FIRST OFFENDER FACILITY

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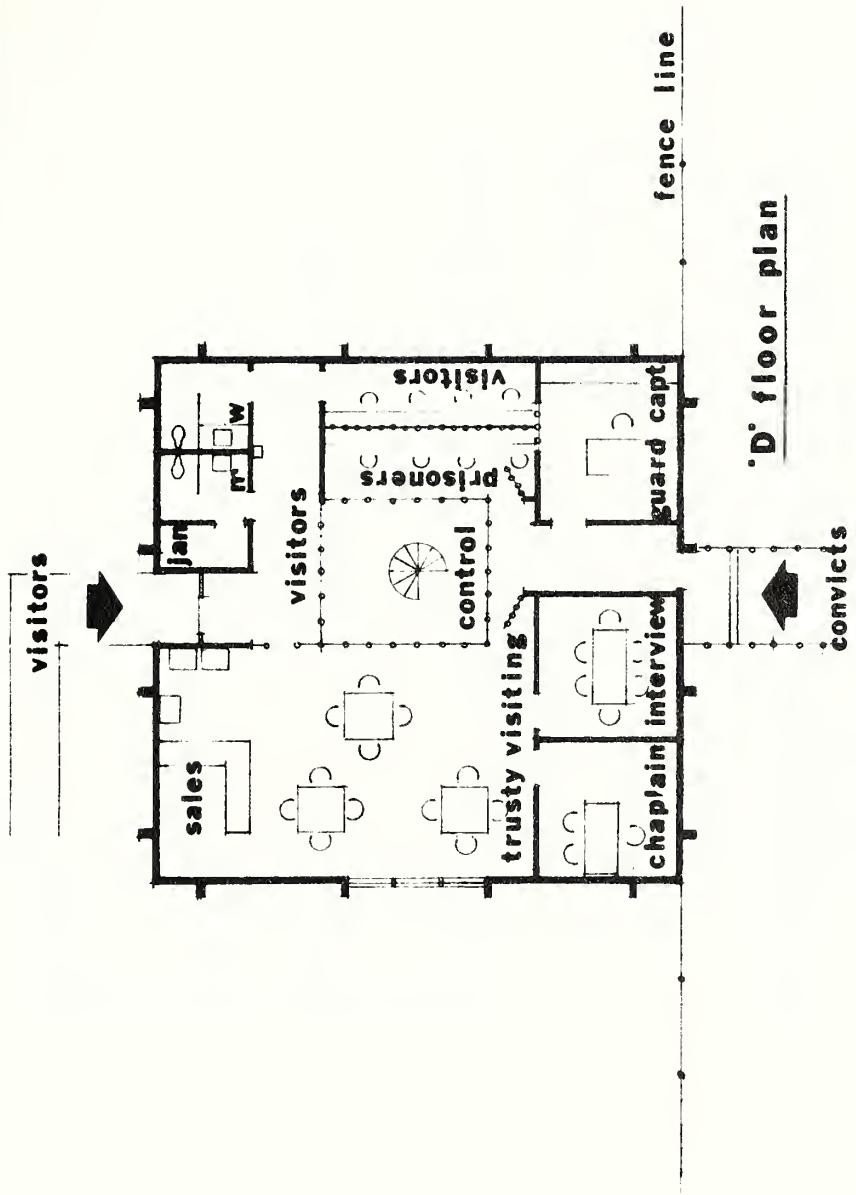




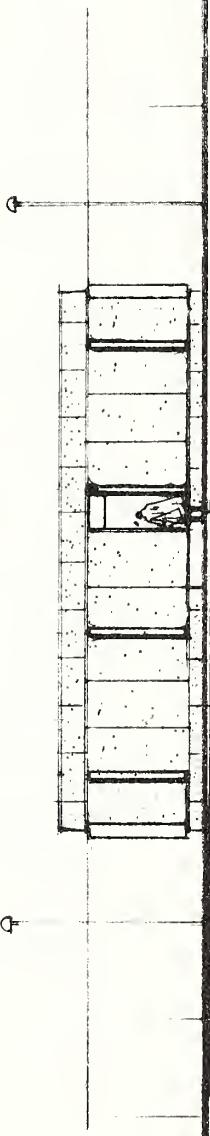


**BUILDING 'C' SCHOOL**  
**FIRST OFFENDERS FACILITY**  
115



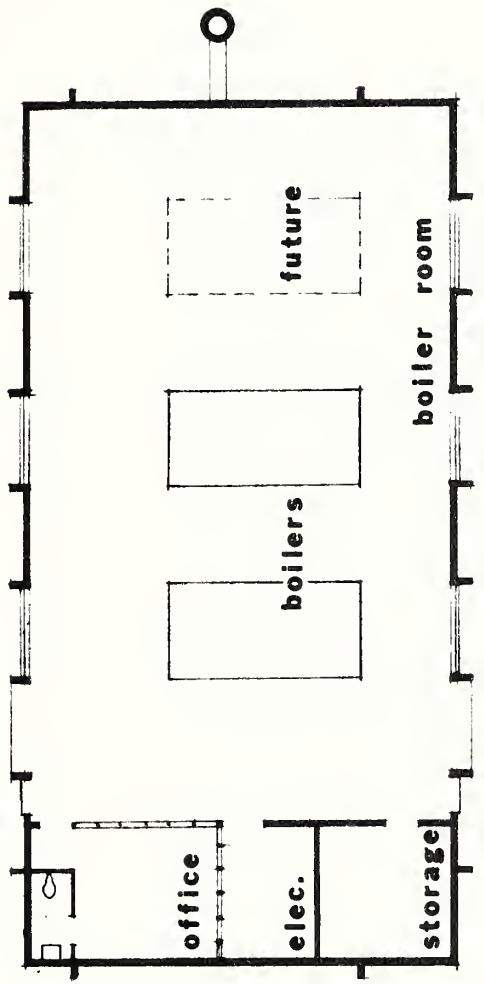


**‘D’ floor plan**

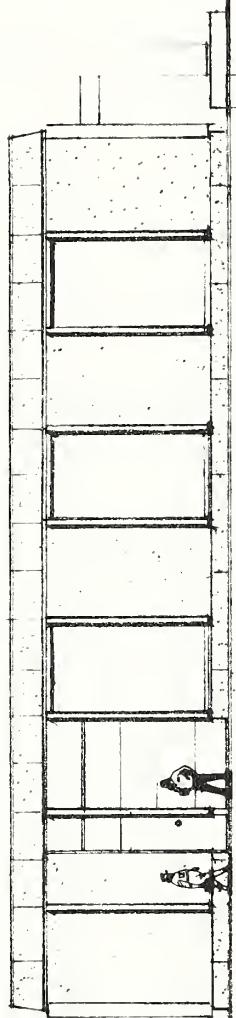


**south elevation**





'E' floor plan



south elevation



BUILDING 'E' HEATING PLANT

FIRST OFFENDERS FACILITY



## XVIII. COST CONSIDERATIONS

The following considerations of construction costs and forecast of probable bids is based on construction cost indexes current in August, 1968:

### Proposed Program - Phase I (1969)

Cell Block A	\$ 740,000
29,000 square feet	
100 cells	
Recreation Center	235,000
10,000 square feet	
Academic & Vo-Ed Center	480,000
20,500 square feet	
Administration Center	64,000
2,000 square feet	
Heating Plant	150,000
2,400 square feet	
Heating & domestic hot water	
Electrical distribution center	
Kitchen Facilities & Canteen	40,000
600 square feet	
Equipment included	
Tunnels - 3000 lineal feet	400,000
Guards & Utilities	
Towers	
PHASE I - Forecast TOTAL	\$ 2,109,000

\* \* \* \* \*

Phase 2 - Future

Cell Block B 100 cells	\$ 740,000
Minimum Security facilities	no estimate
Hospital - 16 beds	200,000
Cell Block Kitchen Food service for 300	80,000
Dairy Products Plant 2,000 square feet Equipment not included	36,000
Furniture Factory 18,000 square feet Equipment not included	324,000
Garment Shop 2,400 square feet Equipment not included	44,000
Mattress Factory 6,000 square feet Equipment not included	108,000
Storage Warehousing Assume 10,000 square feet	100,000
PHASE 2 - TOTAL	<u><u>\$ 1,632,000</u></u>

\* \* \* \* \*

Phase 3 - Future

Cell Block C 100 Cells	\$ 740,000
Maximum Security 20 prisoners	200,000
Classroom Addition Assume 3,000 square feet	50,000
Administrative Offices Assume 4,000 square feet	100,000

(Phase 3 - Cont.)

Reception - Guidance Unit	\$ 168,000
Assume 6,000 square feet	
Integral unit with Administration Offices	
Laundry - 2,000 square feet	30,000
Equipment not included	
Sign Factory-in Tag Plant	10,000
Equipment only	
Storage Warehousing	50,000
Assume 5,000 square feet	
Automobile Garages	60,000
12 cars, 6 trucks	
PHASE 3 - TOTAL	\$ 1,408,000

\* \* \* \* \*

Phase 4 - Future No Cost Forecast Included

a. Pre-Release Unit	----
b. Auditorium	----
c. Cannery	----
d. County Jail Prisons	
No area or cost considerations are	
included for these proposed	
facilities as funding possibilities	
and needs will vary in each area	

\* \* \* \* \*



## XIX. FINAL ANALYSIS - CONCLUSIONS

The treatment of Tractable convicts has a direct affect on their successful return to normal life.

Institutions which help the prison administration to train and reform prisoners are a good investment and have shown a direct dollar return.

Montana law requires separation of juveniles from those over 21.

Separation of all first offenders from repeaters is good correctional practice.

A program to provide a completely segregated facility for tractable first offenders, complete with recreation facilities and educational-training facilities, follows recommended prison practices. This program can be justified on the basis of guard cost, maintenance costs, manpower training, development of productive citizens, or on the simple basis of man's humanity to man.



FINALLY:

















